



Resources and Public Realm Scrutiny Committee

Tuesday 1 December 2020 at 6.00 pm

This will be undertaken as an online virtual meeting.

The press and public are welcome to attend this online virtual meeting. The link to attend and view the meeting will be made available [here](#).

Membership:

Members

Councillors:

Mashari (Chair)
Kansagra (Vice-Chair)
S Choudhary
Johnson
Kabir
Hassan
Long
Mahmood
Miller
Perrin
Shah

Substitute Members

Councillors:

Aden, Daly, Ethapemi, Hector, Lloyd, Sangani,
Shahzad and Thakkar

Councillors:

Colwill and Maurice

For further information contact: Craig Player, Governance Officer
Tel: 020 8937 2082; Email: craig.player@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:
www.brent.gov.uk/committees

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 or 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 and clarification of alternate members – 6.00 pm	
2 Declarations of interests Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary, personal or prejudicial interests in the items on this agenda and to specify the item(s) to which they relate.	
3 Deputations (if any) To hear any deputations received from members of the public in accordance with Standing Order 67.	
4 Minutes of the previous meeting To approve the minutes of the previous meetings held on 23 September 2020 and 01 October 2020 as a correct record.	1 - 14
5 Matters arising (if any) To consider any matters arising from the minutes of the previous meeting.	
6 Budget Scrutiny – 6.05 pm To appoint a Budget Scrutiny Task Group to review the Council's draft budget proposals.	15 - 18
7 Employment and the COVID-19 epidemic in Brent – 6.10 pm To consider the impact of COVID-19 on unemployment in the borough including the furlough scheme, unemployment benefits and the support for the self-employed and small businesses and recovery programme.	19 - 50
8 The Climate Emergency – 6.40 pm To review the Council's proposals for the climate emergency, including	51 - 114

the draft Climate Emergency Plan.

9 Updates and Reviews – 7.40 pm

- a) The Brent Poverty Commission Delivery Plan 115 - 168

To review the Brent Poverty Commission Delivery Plan.

- b) Authority to Award Contract for Stonebridge Annexe Refurbishment 169 - 178

To receive an update on the executive decision for the authority to award a contract for the Stonebridge Annexe refurbishment.

- c) Forward Plan of Key Decisions 179 - 204

To review the Forward Plan of Key Decisions and to consider any issues that may be considered by the Committee.

- d) Recommendations Tracker 205 - 222

To receive a report on the progress of implementing key council strategies, including the Policy Framework and the status of recommendations made by the Committee.

10 Any other urgent business – 7.55 pm

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 in accordance with Standing Order 60.

Date of the next meeting: Wednesday 27 January 2021



MINUTES OF THE RESOURCES AND PUBLIC REALM SCRUTINY COMMITTEE **Thursday 1 October 2020 at 6.00 pm**

PRESENT: Councillor Mashari (Chair), Councillor Kansagra (Vice-Chair) and Councillors S Choudhary, Johnson, Kabir, Long, Mahmood, Miller, Perrin and Shah

Also Present: Councillors McLennan (Deputy Leader and Lead Member for Resources), Knight (Lead Member for Community Safety & Engagement) and Donnelly-Jackson.

1. Apologies for absence and clarification of alternate members

Apologies for absence were received from Councillor Hassan.

2. Declarations of interests

None.

3. Deputations (if any)

None.

4. Minutes of the previous meeting

Resolved

That the minutes of the last meeting held on 14 July 2020 be approved as a correct record.

5. Matters arising (if any)

None.

6. Violence Against Women Scrutiny (Task Group) Report

Councillor Donnelly-Jackson introduced a report on the Violence Against Women Scrutiny Task Group. The Committee was then invited to raise questions on the report, which focused on a number of key areas as highlighted below:

- It was suggested that the report should not be the final piece of work that the Committee undertakes on the issue of violence against women and girls, as it was an evolving issue that could not be solved quickly. Its recommendations should be tracked to ensure they were effectively carried out.
- In response to a question from the Committee, it was noted that while levels of violence against women were generally higher in areas of deprivation, some evidence suggested that there was under reporting of instances such

as coercive control and financial control in areas of affluence. However, the need to target resources to areas of high prevalence was recognised.

- It was noted that the task group had engaged with the Council's Housing Management team regarding refuges for women in the borough. Some of the requirements for housing younger women was restrictive, and as such it was suggested that the Council considered the need for women's refuges in its future housing plans.
- The members of the task group would have liked to have seen more engagement with a wider group of stakeholders including religious organisations. However, due to the impact of the pandemic fewer responses than expected had been received. The Committee was assured that religious organisations would be consulted before the recommendations agreed by Cabinet were implemented.
- It was noted that engagement with ethnic minorities had been lower than expected, again due to the impact of the pandemic. As such, data on the prevalence of violence against women within these demographic was limited. However, some reasons as to why prevalence may be higher in these groups were highlighted, such as cultural and religious views towards the status of women.
- It was noted that the report recommended that audits be carried out to identify risks for premises where women needed to access support services. This would cover a range of safety risks, such as hygiene, disabled access and public disorder.

Councillor Knight, Lead Member for Community Safety & Engagement, then summarised the Cabinet response to the report as follows:

- The task group's findings were useful when considering the priorities of the Safer Brent Partnership, in particular its first priority which was to reduce the prevalence of domestic and sexual abuse towards women.
- The pandemic had put extraordinary pressures on services and additional risk to many vulnerable groups including women and girls, and the task group's findings had further outlined the need for protection from domestic abuse and violence.
- The department was committed to taking the task group's recommendations forward should the Committee adopt them, and to carefully considering the Cabinet's executive response to provide clear commitments against the recommendations.
- Cabinet would also consider how it would share the task group's findings with partner organisations within the Safer Brent Partnership.

Resolved

That the Violence Against Women Scrutiny report and recommendations be adopted and referred to Cabinet for consideration.

7. Building a Better Brent

Councillor McLennan, Deputy Leader and Lead Member for Resources, introduced a report on the delivery of the Council's policies and strategies including the Borough Plan. The Committee was then invited to raise questions on the report, which focused on a number of key areas as highlighted below:

- It was noted that the Council was looking to extend selective licensing in the future. Should this not be possible, it would look at alternative measures as it was seen as important way in which residents were supported. Borough-wide licensing, however, was not currently possible.
- House building had continued throughout the pandemic, though it had been delayed. The Council's view was that there would be no long-term implications to the housing programme, though the exact timeline of the delays was not yet known.
- The need to help residents to progress their careers was recognised. The Council itself had the highest number of apprenticeships in the country, spanning across a range of departments such as planning, finance and procurement. Education was seen as key to attainment, as was the types of work being offered across the borough.
- While work was being done to increase the attainment level of young people across the borough, particular focus was given to black boys of Caribbean heritage as their attainment levels were proportionally lower. The Council had significantly narrowed this gap in attainment since the Borough Plan was implemented, and it was noted that there had not been an exclusion of a black boy of Caribbean heritage in primary school settings in the past year.
- It was noted that there had been a delay to the installation of electric vehicle points across the borough. The Council was currently renegotiating its contract with its supplier, Source London, and the Committee was assured that there would be no negative impact as a result of the delay.
- It was suggested that the Council considered the use of key performance indicators in monitoring the amount of illegal dumping in the borough.
- It was noted that several policies and strategies had been brought forward since the Borough Plan was first agreed, all of which were being built into the plan in the near future. The Committee was assured that the proposals for the review of the Borough Plan would be brought to a meeting of the Committee early next year. Regarding the action plans the Council was currently pursuing, it was noted that audit and review processes were already underway to ensure their aims would be delivered.

- It was suggested that officers should review the use of contextual measures within the Borough Plan, as well as the Online Watch Link (OWL) system in relation to neighbourhood watches. The use of yearly performance metrics, focused on clear outcomes, was encouraged.

Resolved

The Committee made the following information requests:

- 1. An assessment of the impact of the COVID19 pandemic on the Council's house building programme.**
- 2. Data on the attainment of all pupils across all categories in Brent.**
- 3. The number of permanent exclusions made for SEN pupils in Brent.**
- 4. The number of work placements or apprenticeships made for SEN pupils.**
- 5. A timeline for review and assessment on progress in achieving the Council's Healthy Neighbourhood scheme targets.**
- 6. The cost to the Council resulting from the delay in installation of electric vehicle charging points.**
- 7. An assessment and consideration of whether there should be a target (KPI) to reduce the amount of illegal dumping.**
- 8. A report on the proposals for the review of the Borough Plan to be brought before the Committee early next year.**
- 9. A report of the progress on the implementation of the Council's key strategies, including RAG rated indicators.**
- 10. A report on the implementation of the Council's priorities, including contextual information on the delivery of key priorities.**

8. Budget Scrutiny

Councillor McLennan, Deputy Leader and Lead Member for Resources, introduced a report on the Council's budget performance and the implementation of the 2020 budget scrutiny recommendations. The Committee was then invited to raise questions on the report, which focused on a number of key areas as highlighted below:

- It was noted that there had been around a £23 million loss of income and around £14 million of costs as a result of the pandemic. The cost of personal protective equipment (PPE) was estimated at around £3 million, and around £1.3 million was spent on costs relating to shielding.
- The pandemic had highlighted the areas in which the Council needed to target its funding in the future, such as on poverty and health inequalities. In response to a question from the Committee, it was noted that targeting funding in this way would allow the Council to assess outcomes and measure success in a way that had not been possible in its immediate response to the pandemic.
- No assurances could be given as to level of funding for individual departments of the Council, including those that relate to the environment. Each department would put forward its own set of savings, which would be considered when the budget was set. The importance of balancing the

budget was emphasised, as was the Council's commitment to its environmental priorities.

- It was noted that the budget had been delayed because there was uncertainty about the level of funding it would receive from central government and about the costs of the pandemic going forward. The situation was ongoing and the Council was having to react to new information from central government, and the course of the pandemic itself, quickly and efficiently.
- Should the costs for the current financial year be unmet by central government or in-year savings, the Council would need to look to its reserves. The Council was hesitant to use capital contributions to revenue because it would still need to pay back that capital over a long period.
- In response to a question from the Committee, it was noted that the Council would be engaging with the public about the possibility of cuts and the impact it could have on them. The Communications team would be leading on this within the Council, and the Labour Group would also be working with members to look at the ways in which they could share the message. The Committee was also assured that members would be involved in the budget setting process.
- The Committee was assured that any proposals to cut expenditure would involve detailed equality impact assessments which would ensure that the impact on the most disadvantaged and vulnerable residents in the borough had been carefully examined.
- It was noted that the impact of the removal of free travel for under 18s in London was an important consideration for all local authorities across the city. The Council had joined others in pressing central government to reverse the decision and/or cover its immediate costs. It was currently unclear whether the Council would face any additional costs as a result of the implementation of this policy.
- It was noted that £3.3 million had been received from central government for the discretionary grants scheme, all of which was set to be spent. The funding would reach 561 small and medium-sized local business across the borough.
- It was forecasted that the Council would receive 3-4% less income from council tax receipts than the previous year as a result of the pandemic. While central government would not reimburse local authorities for the loss of collection, it had allowed them to repay their collection deficit over three years as opposed to one. Council tax support had also reduced the amount of tax local authorities were able to collect, and it was unclear when this policy would end.

Resolved

The Committee made the following information requests:

- 1. A breakdown of the £37.4 million of costs and loss of income referenced at paragraph 4.3 of the report.**
- 2. How the Council reviews the delivery and value for money of the shared NHS/Local Authority budgeted initiatives in the integrated social care system.**

9. Brent Council Procurement Strategy

Councillor McLennan, Deputy Leader and Lead Member for Resources, introduced a report on the Council's Procurement Strategy 2020-23. The Committee was then invited to raise questions on the report, which focused on a number of key areas as highlighted below:

- In response to a question from the Committee, it was noted that the Council's policy towards modern slavery could be found in its new Social Value and Ethical Procurement Policy, which formed part of the overall Procurement Strategy. It made clear the standards the Council had of the suppliers that it worked with. The Committee were assured that audits were also undertaken to ensure suppliers were abiding by these standards.
- It was noted that while the Social Value and Ethical Procurement Policy was Brent specific, other local authorities were expected to be working towards similar policies. The Committee was assured that any procurement work undertaken with partners, such as those in the West London Alliance, would be subject to the Council's policy should they not have their own.
- While the Council had its own fair trade policy, it had to be selective when extending this policy to partners and suppliers as it had a responsibility to ensure cost effectiveness.
- It was noted that the Council was looking at ways in which it could help communities to be involved in the ways in which it purchases its services and goods. The Committee was assured that an individual project lead, departmental leaders and the Black Cultural Network within the Council had been designated to take the recommendations of the Brent Black Community Action Plan forward, and these would be integrated into its procurement work.
- The Council was looking to work with members to see what social value meant to them and how it could engage with local businesses and organisations to ensure social value was a consideration.
- The Committee was assured that should a supplier be found to be in breach of the Council's Social Value and Ethical Procurement Policy, it had the ability to take action accordingly to address that. The Council also had a responsibility in its due diligence work to ensure it was asking the right questions of suppliers so that it could ensure it did not happen or that it was quickly rectified.

- It was suggested that the Council should look to award its future contracts to smaller businesses, and that it look into how Council contracts be made available to local suppliers. It was also suggested that those contracts up for renewal within the next two to three years be subject to the same process.
- It was noted that the Procurement Strategy lacked detailed information on how contracts would be monitored and that this would be looked at before it was taken to Cabinet. One of the processes it sought to bring in was a review process of each contract 18 months before it was due to be let.

Resolved

That it be recommended to Cabinet;

- 1. That the Council's policy on modern slavery be published on the Council website.**
- 2. That Brent Council's Procurement Strategy include how fair trade is to be delivered.**
- 3. To consider how Council contracts may be made available to local suppliers smaller providers.**

The Committee also made the following information requests:

- 1. How modern slavery is to be included in the Council's Procurement Strategy and priorities.**
- 2. How fair trade is to be included in the Council's Procurement Strategy and priorities.**
- 3. A report to the Committee on the West London Alliance's ethical procurement policies.**
- 4. A report to the committee to consider the contracts to be reviewed over the next few years.**
- 5. A report to the Committee on the implementation of the Procurement Strategy at six monthly intervals.**

10. Recommendations Tracker

The Scrutiny Recommendation Tracker table, which tracks the progress of recommendations made by the Committee, was noted. It was also agreed that the Scrutiny Recommendation Tracker would use a red, amber and green (RAG) rating system going forward.

11. Any other urgent business

None.

The meeting closed at 8.30 pm

R MASHARI
Chair

This page is intentionally left blank

MINUTES OF THE RESOURCES AND PUBLIC REALM SCRUTINY COMMITTEE
Held as an online meeting on Wednesday 23 September 2020 at 6.00 pm

PRESENT: (in remote attendance) Councillor Kansagra (Chair) and Councillors S Choudhary, Johnson, Kabir, Hassan, Long, Mahmood, Miller, Perrin and Shah

Also Present: (in remote attendance) Councillors M Butt (Leader of the Council), McLennan (Deputy Leader), Stephens (Lead Member for Schools, Employment and Skills) & Tatler (Lead Member for Regeneration, Property and Planning and, on behalf of the call-in, Councillors Kennelly, Lloyd, Abdirazak and Chan

1. Apologies for absence and clarification of alternate members

Apologies were received from Councillor Mashari. In the absence of the Chair, the Committee noted that Councillor Kansagra (as Vice-Chair) would chair the meeting.

2. Declarations of interests

In relation to Item 4, Councillors Johnson and Mahmood declared a personal (non-pecuniary) interest as they were members of the Planning Committee and had been present at the meeting on 12 August 2020, during which application 20/0345 1 Morland Gardens, London, NW10 8DY (referenced in the called-in decision) was determined.

Councillor Miller also declared a personal (non-pecuniary) interest as he had been a member of the Cabinet on 14 January 2020 when the decision to approve the Morland Gardens Redevelopment Scheme (references in the called-in decision) was made.

3. Deputations (if any)

None.

4. Call-In of Officer Key Decision - Contract for Refurbishment Works at Stonebridge Annexe, Twybridge Way

The Chair clarified the purpose of the meeting to those in attendance and made reference to the report which outlined the background of the called-in decision made by the Operational Director – Property & Assets on behalf of the Strategic Director – Regeneration & Environment in respect of the award of a contract for enabling works at Stonebridge Annexe, Stonebridge, NW10 0ST.

The Chair then invited Councillor Lloyd to outline the reasons for the call-in, and the alternative action being sought, on behalf of those members that had called the decision in. Comments were made as follows:

- Officers had confirmed that there were no compelling reasons for urgency of the decision, and as such nothing was prejudiced by the call-in. Officers had also confirmed that the works outlined in the called-in decision would not be undertaken should the Morland Gardens planning decision be delayed or not implemented, however that had not been made clear in the report.
- There was concern that the decision would commit the Council to expenditure that may be wasted should the Morland Gardens planning decision be delayed or not implemented, and that there was a high burden of responsibility on the Operational Director – Property & Assets, was shown as the lead officer and also signed off the called-in decision report.
- There was no evidence in the decision report that any consideration had been given to whether Stonebridge Annexe contained bat roosts, or whether the enabling works would disrupt bats in a manner prohibited by legislation.
- Those members who had called the decision in were aware of a new Morland Gardens bat assessment and preliminary Stonebridge Annexe bat assessment. In both cases, the possibility of the works disrupting bats in a manner prohibited by legislation had been highlighted.
- In light of this, those members who had called the decision in felt the award of a contract for the enabling works at Stonebridge Annexe should be postponed until the recommendations of the bat assessments and the requirements of the Habitat Directive had been fully assessed and complied with.
- The Council should ensure adequate training for officers on the requirements of the Habitat Directive and consider having mechanisms in place to ensure any building with potential bat presence would be properly surveyed, even if no planning consent was required.

The Chair then invited Philip Grant, a member of the public who had requested to speak in support of the call-in, to address the Committee. Comments were made as follows:

- Concerns were raised at the called-in decision being signed off by the Operational Director – Property & Assets on behalf of the Strategic Director – Regeneration & Environment given that he had also recommended the proposed decision.
- These concerns were further highlighted by Brent Property Services also leading the Morland Gardens project. Whilst the original Morland Gardens design had retained its locally listed Victorian villa, this had since been changed. By 2019 the design had changed and the villa would be demolished, and it was felt that this was done without consideration of its historic and architectural value, and was against the Council's planning policy.
- Given the concerns raised, it was felt that the called-in decision needed to be reconsidered prior to the Council committing expenditure should the overall development not proceed.

The Chair thanked Councillor Lloyd and Philip Grant for their contributions. The Chair then invited Alan Lunt, Strategic Director – Regeneration & Environment, to respond to the representations made. Comments were made as follows:

- It was important to note that the called-in decision and the Morland Gardens planning decision were separate. Many of the issues outlined in the call-in form related to the planning decision, however the planning process was outside of the Committee's remit.
- The called-in decision was made in order to enable the Council to enter into a contract for the refurbishment of Stonebridge Annexe. The Council had not yet entered into the contract, nor would it do so until the planning process in relation to Morland Gardens had been concluded. As such, it was not committing to any expenditure at this stage.
- The Council had made the called-in decision because, assuming the planning process was concluded, it would allow the Council to proceed with the letting the contract and refurbishment the property with minimum delay in order to and facilitate the decant of Brent Start holidays (which would mitigate any disruption to the service and its users).
- The called-in decision was taken by the Operational Director – Property & Assets on behalf of the Strategic Director – Regeneration & Environment because the latter was on annual leave. This was permitted under the Council's Scheme of Delegation with the Strategic Director – Regeneration & Environment confirming he would have made the same decision.
- In relation to the requirement for bat surveys at Stonebridge Annexe, as it would be a refurbishment and therefore not require planning consent, there would be no legal requirement for a bat survey at this stage. Nonetheless, the Council had commissioned a bat survey which had identified two places on the outside of the building through which bats could potentially gain access. However, the works would not involve the disturbance of these areas and so it was unlikely that the works would require any form of European Protected Species Mitigation License.

The Chair thanked the Strategic Director – Regeneration & Environment for his responses and then invited questions and comments from the Committee, with the following points raised:

- Councillor Perrin raised concerns about the Council's compliance with planning regulations relating to bats, as well as the Council's Scheme of Delegation. It was felt that the concerns raised in relation to governance arrangements relating to the Council's delegated authority process should be subject to a separate review as these fell outside of the call-in meeting's remit.
- Councillor Miller welcomed the assurances given by the Strategic Director – Regeneration & Environment that the Council would not let the contract until the planning consents in relation to Morland Gardens had been concluded. He was assured that legal advice regarding the regulations in relation to the management of bats as part of the project had been received by the Council, and requested that this information be circulated to members following the meeting.
- Following a question from Councillor Long, it was noted that it was solely presence of bats, rather than the amount of time bats may have been

present, that would warrant the Council to apply for any form of European Protected Species Mitigation License. However, the Council had been advised that there were currently no bats present at Stonebridge Annexe, and that there had also been no presence during previous works at the site.

- The Strategic Director – Regeneration & Environment clarified a point raised earlier in the discussion around the removal of bats in winter. It was noted that should the presence of bats be detected, regardless of the time of year, the Council would need to apply for a European Protected Species Mitigation License in order to ensure their safe removal.
- In response to a question from Councillor Hassan, it was noted that assessments regarding biodiversity were usually required when planning consent was required, which explained why they had been undertaken in the case of Morland Gardens. As Stonebridge Annexe did not require planning consent, there was no requirement for bat assessments at this stage. In any case, as the works were internal, it would be unlikely that bat roosts would be disturbed.
- Councillor Kabir was reassured that the Council had not yet entered into a contract, nor would it do so until the planning consents in relation to Morland Gardens had been concluded. The called-in decision would allow the Council to swiftly let the contract once, or if, it was in a position to do so.
- Councillor Mahmood was also reassured that the called-in decision being taken by the Operational Director – Property & Assets on behalf of the Strategic Director – Regeneration & Environment was permitted under the Council's Scheme of Delegation and that the decision would still have been taken had the Strategic Director – Property & Assets been able to do so himself.
- In response to a question from Councillor Long, it was noted that the proposed contract award had been subject to a full and detailed procurement process and that the called-in decision not formally enter the Council into a contract.
- Councillor Choudhary raised concerns about the tendering process, and in particular the assessment criteria for each bidder. While this issue was outside of the call-in meeting's remit, it was noted that in the case of the called-in decision, the Council had regard to quality, social value and commercial, with those bidders recording the highest ranking being best placed.
- Following a question from Councillor Perrin, the Committee was reassured that the Council would comply with any relevant laws regarding the protection of bats in relation to both Morland Gardens and Stonebridge Annexe. The Committee was reminded, however, that as Stonebridge Annexe did not require planning consent, there was no legal requirement for bat surveys at this stage but, in any case, the Council would endeavour to protect bats if detected.
- Councillor Long inquired into the quality of accommodation at Brent Start. As the question was not related to the called-in decision, and therefore outside of the Committee's remit, Councillor Stephens, as the Lead Member for Schools, Employment and Skills, advised that he would liaise with Councillor Long regarding the issue outside the meeting.
- Councillor Kennelly, speaking on behalf of those members who had called the decision in, raised concerns over the Council's approach to bat assessments at Morland Gardens and hoped that it would take all necessary

steps in complying with the relevant laws should the planning process be concluded.

- Councillor Lloyd, also speaking on behalf of those members who had called the decision in, outlined the process for applying for a European Protected Species Mitigation License and urged the Council to take this into consideration as part of the planning process in relation to Morland Gardens.
- In summing up, the Chief Executive reminded the Committee that the called-in decision and the Morland Gardens planning decision needed to be regarded as separate. Many of the comments raised during the meeting had related to the planning decision, however the planning process was outside of the Committee's remit with officers having also assured the Committee that the award of the contract, which had been subject to call-in, would not go ahead until the necessary planning consents in relation to the Morland Gardens project had been obtained. The issue of bat assessments was entirely a matter related the Morland Gardens planning decision and the timing of these assessments had no bearing on the decision to award the contract.

As no further comments were raised, the Chair thanked everyone for their contributions and then invited the Committee to consider the recommendations set out in the report in relation to the outcome of the call-in.

RESOLVED

That the Committee confirm the original officer key decision, without reference back to the decision maker for reconsideration subject to:

- a) The decision be not implemented until Planning Consent had been confirmed by the GLA.**
- b) That confirmation be provided that the required minimum of three bat surveys between May and September 2021 will be undertaken and appropriate action to protect bats implemented prior to works commencing at 1 Morland Gardens.**

As an additional action identified during the meeting it was also agreed that the legal advice provided in relation to the requirements for bat assessments at Stonebridge Annex as part of the called-in decision be provided for members of the Committee.

The meeting closed at 7.10pm

R MASHARI
Chair

This page is intentionally left blank

	Resources and Public Realm Scrutiny Committee 1 December 2020
	Report from the Assistant Chief Executive
Establishment of Scrutiny Task Group on Budget Scrutiny	

Wards Affected:	All
Key or Non-Key Decision:	Non-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)	Michael Carr - Senior Policy and Scrutiny Officer michael.carr@brent.gov.uk

1.0 Purpose of the Report

- 1.1 The purpose of this report is for the Committee to establish a Scrutiny Task Group to consider the Cabinet's budget proposals for 2021-2022.

2.0 Recommendation(s)

- 2.1 That a Budget Scrutiny Task Group be established with the following members:

Cllr Roxanne Mashari – Chair
 Cllr Ketan Sheth – Vice Chair
 Cllr Robert Johnson
 Cllr Tom Miller
 Cllr Claudia Hector
 Cllr Anita Thakkar

And with the following terms of reference:

- To consider the Cabinet's budget proposals,
- receive evidence from Cabinet Members, senior departmental officers and any other relevant stakeholders, and

3. agree a draft report to comment on the budget proposals for submission to the Resources and Public Realm Scrutiny Committee for ratification and submission to Cabinet.

3.0 Detail

- 3.1 The process for developing proposals for the budget and capital programme each year is outlined in the Brent Council Constitution, Part 2, Paragraph 19. This requires the Resources and Public Realm Scrutiny Committee to meet (on more than one occasion if necessary) to consider a report from the Director of Finance setting out the financial position of the Council, financial forecasts for the following year and the possible expenditure priorities of the executive and also a report on the draft budget proposals.
- 3.2 The Committee may receive evidence from Cabinet Members, Council officers and other witnesses.
- 3.3 The Committee should agree a report setting out its view of the budget priorities and any other issues it considers relevant. This report should then be submitted to each Cabinet Member and each Group Leader in order to inform budget proposal discussions and the Committee should submit a note or the report on its deliberations and comments on the proposals to the Cabinet.
- 3.4 At its meeting on 1 October 2020, the Resources and Public Realm scrutiny committee received a report from the Director of Finance, which included Medium Term Financial Outlook and set out the overall financial position facing the Council and highlighted the significant risks, issues and uncertainties. It also set out the proposed budget setting strategy for 2021/22 and beyond, in order to maximise the period of consultation with residents, businesses and other key stakeholders. The committee also reviewed the Brent Council budget outturn performance.
- 3.5 A report to Cabinet from the Director of Finance on the Draft Budget 2021/22 – 2023/24 and medium term financial Outlook is to be published in the Cabinet papers on 25 November 2020 for Cabinet on 7 December 2020.
- 3.6 The committee may decide to convene a budget scrutiny task group to review the budget proposals. The task group could be made up members of the committee and other non-executive members of the Council.
- 3.7 This being the case, it is proposed to hold two task group meetings in mid-December and one in mid-January. Following this, the comments and any draft recommendations from the task group are expected to be considered and agreed by the Resources and Public Realm Scrutiny Committee on 27 January 2021. A report of the scrutiny committee would then be presented to Cabinet for consideration on 8 February 2021 alongside the report from the Director of Finance on final budget proposals.

4.0 Financial Implications

- 4.1 There are no financial implications for the purposes of this report.

5.0 Legal Implications

5.1 There are no legal implications for the purposes of this report.

6.0 Equality Implications

6.1 There are no equality implications for the purposes of this report.

7.0 Consultation with Ward Members and Stakeholders

7.1 The Scrutiny Task Group may consider any consultation being undertaken as part of the Council's budget setting process.

Report sign off:

***Shazia Hussain –
Assistant Chief Executive***

This page is intentionally left blank

	Resources and Public Realm Scrutiny Committee
	1 st December 2020
Report from the Strategic Director Regeneration and Environment	
Supporting the Economic Recovery	

Wards Affected:	All
Key or Non-Key Decision:	Non-Key
Open or Part/Fully Exempt: (If exempt, highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	Appendix 1 – Growth Sectors in Brent Appendix 2 - Employment and Skills Support
Background Papers:	0
Contact Officer(s): (Name, Title, Contact Details)	Alan Lunt Strategic Director of Regeneration & Environment Alan.Lunt@Brent.gov.uk

1. Purpose of the Report

To update the Resources and Public Realm Scrutiny Committee regarding the council and partners response to assist Brent residents into employment in a turbulent labour market and to support businesses and town centres to adapt and survive the impacts of Covid.

2. Recommendation(s)

That the Resources and Public Realm Scrutiny Committee note and comment on the contents of the report.

3. Background

- 3.1 The impacts of Covid will be significant in the short term to the survival of Brent businesses, employment prospects and income of residents. This is evident from the rising unemployment and the number of businesses that have closed since the first lockdown in March 2020. The council is doing all it can, working with its partners, to support local businesses and to help residents to find employment.
- 3.2 Residents will also need support to develop skills in sectors that are the most resilient to the economic turbulence and with the greatest chance of growth such as digital, tech, creative and the green economy, with a focus on access to quality employment and progression. There

is some resilience in existing sectors that are important to the Brent economy such as logistics and food warehouse and food manufacturing.

- 3.3 Some businesses and high streets will need to adapt to changing ways of working, such as increased home working¹ and the rapid acceleration of digital commerce. The council will work in the short, medium and long term to ensure that high street diversification and improvements are continued. This will include supporting the digital skills of businesses, as well as developing a mixed offer that works for local communities, including cultural and community amenities, food, drink and leisure, as well as workspaces that can host SMEs and potentially flexible spaces for firms looking for alternatives to Central London.
- 3.4 The paper will outline the economic context, the response to the Covid impacts, highlighting how the council and partners are supporting residents into work, to improve their skills or reskill, and to help businesses and town centres to survive and ultimately succeed.

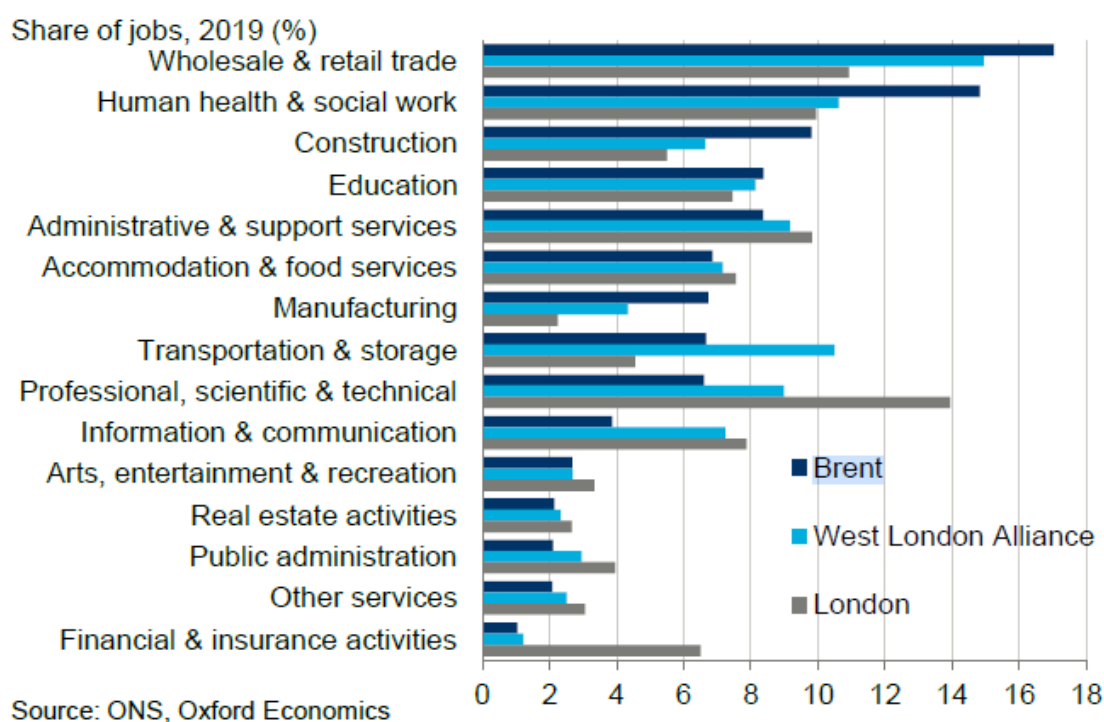
4. Economic data and context

Impact on employment and unemployment:

- 4.1 The National ONS Labour Force Survey, released in October and based on data to the end of September 2020 and which can be compared with information from March 2020 shows that for Brent:
- Total employment in Brent at the end of August 2020 was 163,100 (including 25,300 people who were furloughed).)
 - Unemployment has increased rapidly for young people in Brent; in September there were 3,410, 18 to 24 year olds claiming unemployment-related benefits, up by 315% since March.
 - There are 22,575 claiming out of work benefits in September compared with 7,875 in March. The number has trebled for 18-49 year olds and nearly doubled for people over 50.
 - The number of self-employed women increased slightly from March to June.
 - The number of self-employed men fell by 800 from March to June (from 23,300 to 22,500).
- 4.2 The West London Alliance commissioned some research from Oxford Economics to look at the impact of the Coronavirus on the West London economy, and on each individual Borough. This has given some valuable contextual information and data, although as it was published in June it only assesses the very early impact of the pandemic. The report can be downloaded [here](#).
- 4.3 Brent's economy is heavily represented by employment in sectors likely to be especially impacted on by the pandemic. Much of the employment in these sectors is low paid, part time and can be insecure. This is the key driver of the Brent's low median household income, with the second lowest of all London boroughs.

¹ According to the latest Opinions and Lifestyle Survey, the proportion of British adults who worked from home increased to 29%, the highest since the beginning of July.

Table 1 Workplace employment by sector, Brent, 2019 %



- 4.4 The report found that the borough has above-average exposure to manufacturing and (compared to London as a whole) transport & storage. Combined, these sectors represent 13% of the borough's workplace employment. The Borough's working age population tends to be older than elsewhere, and less highly qualified (48% of Brent working age residents were educated to degree level or above in 2019, the lowest share across the WLA and below the London average). Younger people are also over represented amongst the Borough's jobseekers. This is partly because businesses which traditionally employ younger people have been hit hardest by the restrictions and may be amongst the last to recover – or to re-open at all.
- 4.5 The report looked at sizes of businesses. Micro-sized enterprises (0-9 employees) are particularly important in Brent. The concern is that these businesses are less resilient in the face of reduced demand for their services. Many are likely to be small retail outlets and may have weaker financial positions than larger companies. In addition, as household income in the borough is relatively low local businesses may be reliant on a weakening customer base compared to other parts of London.
- 4.6 The self-employed are also more exposed to the negative impact of the pandemic. Self-employment accounts for a relatively large share of jobs in Brent (measured on a workplace basis) at close to 20% of jobs in the Borough in 2019.
- 4.7 The research baseline forecast projects workplace employment in Brent to contract by 5,000 or 3.2% in 2020, most significantly in the accommodation and food services and arts, entertainment and recreation sectors. These losses may be offset in part by job growth in education and health. The report predicts a recovery in 2021, but that was back in June, in anticipation of lockdown easing.

- 4.8 High Value Employment and High Level Skills Achievement are strands in the Borough Plan pinned to Every Opportunity to Succeed. These are long-term objectives, which Employment, Skills and Enterprise team are working to and have made progress. The 2019 Inclusive Growth Strategy (IGS) set out an approach to supporting sustainable growth in employment in Brent from 2019 to 2040. Although written pre-pandemic the recommendations for supporting growth in employment remain pertinent. The strategy recognises that a significant part of the borough's economy is dominated by sectors which are not growing and provide low value employment. These sectors are also at highest risk of automation and new technology.
- 4.9 The strategy's focus is on improving prospects for low-paid workers, boosting adult education and skills, and connecting people to economic opportunities. The approach is therefore on what we can do to support sectors that will grow and create sustainable employment and higher-level jobs. It is also important to create jobs and careers in sectors that are most resilient to the post-Covid economic environment as well as rapid technological change, which is forecast to reduce employment in low skills sectors.
- 4.10 Research undertaken to support the IGS identifies six crosscutting sectors critical for local economic growth (further details of these sectors is provided in Appendix 1):
- Digital Sector:
 - Creative Sector
 - The Low Carbon Circular Economy
 - Food Preparation and Consumption
 - Life Sciences
 - Knowledge Economy
- 4.11 These sectors comprise of the types of businesses which influence other activities and which are identified as priorities for growing future jobs for local residents. These are the sectors which can create the sustainable jobs in the future and provide a mix of entry level and higher-level jobs.

Impact on businesses:

- 4.12 The annual business data is not yet available from the ONS Business demographics, the latest release was in 2018. The Council is therefore reliant on survey-based data since Covid impacts started in March 2020.
- 4.13 Our understanding of the impact on businesses is partly derived from the ONS Business Impact of Coronavirus (COVID-19) Survey, a voluntary fortnightly business survey, focusing on how turnover, workforce and trading status have been affected in two-week reference periods. The following data is from Wave 16 (5th October to 18th October 2020). This is national so only partly representative of Brent.

Turnover compared to what is normally expected at this time of year:

- 9.2% reported an increase
- 37% reported no change
- 25% reported decrease of up to 21%
- 24% reported a decrease of over 20%

Profits, compared to what is normally expected at this time of year:

- 7% reported profits were higher

- 34% reported profits the same
- 44% reported profits were lower

Footfall compared with normal expectations for this time of year:

- 3% reported an increase
- 14% reported no change
- 23% reported a fall

Cashflow reserves:

- 3% had no cashflow reserves
- 3% had less than one month reserves
- 20% had 1-3 months reserves
- 17% had 4-6 months reserves
- 34% had more than 6 months reserves

Imports:

- 48% say imports not affected
- 27% importing less than normal
- 1% importing more than normal

Exports:

- 7% exporting more than normal
- 37% exporting less than normal
- 9% not able to export in this period
- 41% exporting not affected

4.14 Brent has also conducted local business surveys on the impacts of Covid, as well as preparing for the end of the Brexit trade transition period. The first survey took place 4 May - 30 June 2020.

- 107 Businesses responded, from a range of sectors (26% retail, 10% arts, entertainment & recreation, construction 5%, manufacturing 5%)
- When asked about the biggest challenge facing them, 83% said cash flow, 79% declining sales and 74% property costs.
- 72% of businesses do not have an e-commerce platform
- 58% stated that their landlord requests rent payments as usual
- 21 businesses (19.6%) stated they were not eligible for any kind of government support – their detailed feedback influenced the discretionary grants scheme that opened later in the summer.

4.15 A further business survey was launched on the 2nd November and closes 18th December 2020.

5. Overall national closures or trends

- 5.1 National data indicates that between July and September 2020 that whilst there were 102,269 business closures, 221,020 new business opened.
- 5.2 However, at the end of September 2020, 395, 694 businesses are on the course of either closing down or becoming insolvent.

6. Sector trends and challenges

6.1 While recognising the economic impact of the pandemic across the UK, there are some specific impacts on London:

- The structure of its economy due to high number of sectors most severely impacted by the pandemic, such as cultural and creative industries, tourism and hospitality. London's hospitality sector has seen over 70% of the workforce using the job retention scheme. Three quarters of London's arts, entertainment and recreational businesses are reporting a decrease in turnover. This is reflected in London experiencing the fastest increase in unemployment compared with other UK regions since the pandemic.
- London's heavy reliance on international and domestic travel and commuting, with many businesses servicing tourists and office workers London is losing out on an estimated £10.19 billion in tourism spending this year. This impact is particularly severe in the Central Activities Zone (CAZ) and in areas surrounding major airports, such as Heathrow.

7. Impact on high streets:

7.1 Prior to the pandemic Brent's town centres provided 20% of jobs within the Borough and over the last decade significant investment has delivered improvements to the overall retail and leisure offer, including the London Designer Outlet and numerous improvements to the public realm on key high streets. Despite this, even prior to the pandemic the Borough's town centres still faced significant challenges.

7.2 The following business rates data suggests the vacancy rate in Brent's priority high streets, which can be used as an indicator for the borough more widely.

	March 2020	September 2020	% Increase
Wembley	113	113	0
Ealing Road	4	10	150
Kilburn High Road	19	24	26
Harlesden	31	31	0
Neasden	11	8	-27
Willesden	11	15	36
Church End	9	10	11
The Hyde	10	10	0
Burnt Oak	3	3	0

8. Helping residents to access training and quality employment

8.1 Brent Start provides adult education and training for the London Borough of Brent. It is one of the key services that the council provides in supporting residents to upskill, re-train, develop language skills and prepare residents for the world of work. In addition, through our community provision it helps to improve people's confidence, resilience, and wellbeing.

- 8.2 The service provides its learning under contract to the Greater London Authority (GLA) in 2019-20 academic year, a grant of £3.06m was awarded. In 2017, OFSTED graded the service as Good.
- 8.3 Brent Works is council's job brokerage service. It is run by a small team of 8 FTE. Brent Work role is to help local residents into sustainable employment, harnessing the socio-economic benefits of regeneration and enabling priority groups of vulnerable residents into work. The role of Brent Works is also to respond to a gap in local provision of careers advice and support resident with information advice and guidance on jobs and apprenticeships, CV preparation, applications and interview skills and techniques; guiding residents throughout the whole recruitment process.
- 8.4 Brent Works with employers and businesses to advertise vacancies free on our website, assess all potential candidates to ensure a good match to their vacancies and offer information and support regarding recruitment
- 8.5 The council is working in partnership with Jobcentre Plus, the United Colleges Group, the West London Alliance who commissioned services delivered by The Shaw Trust and Twining Enterprises to work on the Borough's behalf, and the Employment Partners Forum (training providers and voluntary and community sector organisations). It is imperative that the council does not seek to tackle challenges of skills and employment in isolation, a wider system response is needed to utilise the available resources and the sum of all parts. The support is summarised in Table 1 in appendix 2.
- 8.6 Brent Start is in dialogue with GMB Aim High, London region, partnering in developing curriculum and course delivery to GMB members. Thus far, 24 union members from the Food Manufacturing sector have completed initial assessments. Covid 19 pandemic has delayed the start of the language course, but anticipate a start date in the new year
- 8.7 The ongoing **Keep Brent Working** campaign is promoting available support to employers and residents. Initially the focus of the campaign is to engage employers to engage those that are recruiting and have demand. This is critical at this point in time, as there has been significant natural demand from residents seeking work, namely the claimants engaging with Jobcentre Plus and also a significant increase in registrations with Brent Works from people seeking jobs, apprenticeships or Kickstart opportunities
- 8.8 In summary:

Accessing and creating quality job opportunities for Brent residents:

- **Brent Works** engages with employers including developers and contractors that have social value commitments with the council. This will be key as vacancy levels are currently at a low ebb due. In particular, there has been significant interest from employers in the government Kickstart scheme, with 59 employers engaged to date and circa 170 Kickstart placements currently being suggested by the employers. This includes a commitment of up to 30 Kickstart placements by the council at London Living Wage – the emphasis being on quality placements with clear line management, mentoring and training in place.
- Since August 2020, Brent Works are part of a collaboration of partners creating an **Employment and Skills hub** in Park Royal. This will give a much greater access to

opportunities to further broaden the spectrum of industries supported including media and tech companies and food manufacturing, which have seen a significant level of growth in Brent in recent years. Alongside this, Brent Works will act as an official Job Brokerage partner for HS2. This will ensure stronger relationships with HS2 Tier 1 suppliers, and their supply chains throughout duration of the build, creating better employment pathways and access to opportunities for local residents; in particular those from underrepresented groups looking for work.

- **Moving On Up** - Support for those seeking work is supplemented by the Moving on Up programme, commissioned to a consortium of Voluntary and Community Sector organisations to support young black men into employment, an initiative that began in 2019 working in partnership with the Black Training and Employment Group (BTEG), Trust for London and City Bridge Trust. The aim at its outset was to respond to structural inequalities in employment rates and the quality of employment accessed by young black men. There is now a short term imperative for the project to support young black men who will now face greater challenges in the labour market. From Jan 2020 to date, 135 young men are being supported of which 43 have secured employment.

Support for residents who require further support to develop their employability and progress into work

- There is strong capacity in the borough to support those furthest from the labour market, principally contracted by the West London Alliance boroughs through devolved funding secured from the Department of Work and Pensions and European Social Funding.
 - The Shaw Trust are delivering both the **Work and Health Programme and Job Entry Targeted Support (JETS)**, which combined have capacity to support Brent residents who are unemployed for more than 3 months. The JETs is a year long programme and is a national response to Covid and the economic impacts. The Work and Health programme is in place for a further 3 years to support long-term unemployed residents. It is targeted at those with more complex barriers such as mental health, physical health issues, or disabilities, or learning disabilities.
 - Twinings Enterprise are commissioned to deliver the **Mental Health Trailblazer**, which is accessible via self-referral and receives many of its referrals from the IAPT primary care service (Talking Therapies). Up to February this year the programme supported 213 clients with 50 supported into work.
 - **Care Leaver Project** – Previously Brent Works in partnership with The FA and Delaware North created a “Training Kiosk” at Wembley stadium for Care Leavers. The project gives care leavers three work experience opportunities at Wembley Stadium during cup finals and England games. We were due to run 3 x cohorts of 8 this Summer but due to the pandemic this has had to be postponed to 2021.
 - **Kickstart for care leavers.** The Care Leaver Team currently has 150 NEET clients, 40-50 of whom are eligible for the Kickstart scheme. Brent Works will be working closely with their Personal Advisers and Social Workers to identify suitable roles and support them throughout the process.
 - **Wembley Park Supported Internships.** The Employment and Skills team, working with the Inclusion team, CNWL and Tottenham Hotspur Foundation launched the Wembley Park Supported Internship project in September 2020. This aims to support students with Education, health and care plans to gain skills to make them

more employable. To date all the council departments have been very supportive with 9 placements confirmed and another 2 in the pipeline. Due to the second lockdown the placement start has been delayed but the team is working with all the departments to ensure that all 11 interns have placement opportunity. When restrictions are eased local employers will also be approached to support the project. Initially we had some positive engagement with local employers but due to the pandemic it had to be postponed till the New Year.

- **Bright Futures** is a project delivered by the Forward Trust to support Brent residents, who are ex-offenders leaving prison and working with probation services. It is funded by the DWP, commissioned by the council's Employment, Skills and Enterprise Team in partnership with Community Safety. To date it is supporting a cohort of 45 people, with 12 moving into employment.

The Black Community Action Plan identifies the main areas of concern and actions to be delivered to readdress racial inequality faced by Brent's Black communities including employment and progression. A steering group comprised of officers from ESE, CYP and Strategic Partnership team, local stakeholders including DWP, employers and training providers has been established. The aim is to build on the progress that has been made in developing employment services, with a work plan to ensure progress continues. The plan also focusses on promoting entrepreneurship as a viable option for young people. The aim is also to encourage and support Brent Black businesses to be part of the council supply chain. A number of NCIL applications are currently in train, subject to final approval, from Black businesses supporting areas including entrepreneurship. This is in addition to the c. £250k NCIL agreed in September to add additional capacity to deliver the Moving On Up programme.

Supporting residents to develop skills relevant to the labour market (current and focussing on sectors that are more resilient and likely to grow).

A number of things are being delivered in the short term to support unemployed residents to find work.

- **Sector Based Work Academies (SBWA)** are short training programmes focussed on sectors that are recruiting. Referrals are made by Jobcentre Plus to these courses, and there are guaranteed interviews with employers upon completion of the training. Two SBWAs are planned for early 2021. These will focus on the Care and the construction sectors. Each SBWA will have a cohort of 15 learners. Brent Works will arrange work experience and job interviews. The Training will be divided between Brent Start and the College of North West London. Working with employers, the likes of Asian People's Disability Alliance, (APDA), Supreme Care; MD Homes and Westminster Care, Brent Start and Brent Works have set up the first Care SBWA to run mid-January 2021 subject to referral by JCP partner
- **Supporting residents into growth sectors**, identified by the Inclusive Growth Strategy, which include Digital, Tech, Creative Industries, and Professional Services (such as finance, accounting, and legal). The following activity is underway
 - Brent Work's engagement with growth sectors companies such as HyperOptic, Community Fibre and Rype. In 2020, the team have supported a wide range of roles including lab technicians, art technician apprenticeships, software designers, IT technicians and furniture designers.

- Tech Career Camps, part of Digital Programme, commissioned to Career Camps CIC with involvement of four major employers linked to four sector career training programmes providing mentoring, work experience and guaranteed interviews for local residents. The following four camps will support a total of 40 residents into employment: The programme will be delivered over 12 months starting on 1 December 2020.
 - Media Camp working with IPG Media Brands
 - Tech Camp working with Transport for London
 - Networking Camp working with Openreach
 - Construction Camp working with Mace Group Ltd.
- **Business in the Community (BITC)** commissioned as part of the Moving on Up programme to engage growth sectors, to test inclusive recruitment practice, building on the Inclusive Employer Toolkit recently published by the GLA and the Black Training and Enterprise Group (BTEG). Co-design with employers will take place with young black men from the MOU cohort. This will also generate a minimum of 15 work experience opportunities as well as potential access to job, apprenticeship and Kickstart opportunities.
- **A Skills Supply and Demand Study** has been commissioned by the WLA boroughs. This will identify areas of sector growth and granular detail of their skills requirements, which will need to be translated into action with education provider partners. For example, opportunities in the Green Economy will be considered, such as a response to government investment in the retrofitting of homes to make them more environmentally sustainable, which will generate job and apprenticeship opportunities and will require specific skills and qualifications.
- **Partnership with HS2** to support investment in essential skills and quality work. Following discussions with the employment team HS2 have committed to delivering a programme of skills, education and employment activities to meet the construction requirements and leave a legacy of highly-skilled and diverse workforce to address needs in the wider transport infrastructure sector.

Facilitating partner networks and referral pathways, seeking to ensure that there is “No Wrong Door”

- It can be challenging for some residents to navigate the services available to enhance their skills and access employment. It is important to adopt the ‘No Wrong Door’ principles to help people to access the best support for them when they need it.
- There are a number of ‘front-door’ services, the most obvious being the Jobcentres, but there are only two in the borough and it is important to support people where either they are already engaging with services, or they are more comfortable engaging with discussions about employment and training. This includes access to employment and skills advice and services when engaging with:
 - Primary health services: links between primary health settings and employment services have been developed via an Outcome Based Review, and referrals are made by IAPT (Talking Therapies) and are now being encouraged in GP Surgeries via newly appointed and trained ‘Linkworkers’. The Employment and Skills team has introduced the linkworkers to the various employment services available within

the borough to ensure they can refer their clients to the most relevant partners. All partners have also provided a one page overview of their services. The linkworkers were scheduled to shadow the teams to better understand their work but this has been delayed due to the pandemic.

- Community Hubs in six locations across the borough where conversations with residents can start with whatever their need is, can explore issues such as debt and unemployment, and can refer on to other Council or partner services.
- Family Wellbeing Centres, when launched, will provide help to parents and young adults to access the support they need, alongside childcare advice for parents – a significant barrier to work for many.
- Housing Options and Advice – where frontline housing officers can identify residents that need employment and skills support that can prevent homelessness and mitigate debt. This is particularly important for those affected by the Overall Benefit Cap where access to employment and Working Tax Credits means exemption from the cap and can be critical to sustaining housing in Brent – particularly in the private rented sector.
- Brent Work working with housing colleagues to open up employment pathways to those at risk of homelessness, particularly focussed on young adults.
- Youth Hubs is a new approach by Jobcentre Plus (JCP) to provide support to young people within their localities. JCP is working with Young Brent Foundation, Community Hubs, Brent Council and other local providers/colleges and services. The aim is to have designated 'Youth Hub' spaces where the different support services would be offered to young people to help them in areas such as job searching, support with benefits advice and applications, health and wellbeing and referrals to local services. The aim is to provide a dedicated space with support services to help clients to get more job ready. JCP are working with the community hubs and the family wellbeing centre teams to ensure there is no duplication and to foster cooperative joint working.

9. Council and partner's response – supporting small businesses and high streets

9.1 Since the beginning of lockdown, the Employment, Skills and Enterprise Team – particularly the Town Centre Managers - have worked closely with other council teams to deliver a range of interventions to support the local economy. Much of the following information was provided in the update to Scrutiny Committee in July 2020, and has been updated below.

9.2 Supporting the re-opening of town centres during and after the first lockdown:

- Created and published an online delivery map, in order to promote those businesses delivering locally, to help people access goods and services, and to encourage local spend.
- Engaged with businesses and provided red and green cards so businesses were aware if they could open or not. The cards provided further detail and signposted businesses to information.

- Helped businesses with risk assessments in order to reopen safely, spending 1 hour with each retailer.
- Worked with 200 businesses to collate photos and quotes to launch a Shop Safe, Shop Local' campaign around 'following the shops re-opening.
- Posters were provided for shops to display once they carried out the requirements needed to open. Businesses were advised about how they could safely reopen and what enforcement action they would face if they did not comply with the guidelines.
- A programme of street/pavement widening at pinch points in high-footfall locations were implemented, alongside signage to promote social distancing. Collaboration between Neighbourhood Manager, Town Centre Managers, and Highways allowed pinch-points to be identified quickly as more shops re-opened. A spreadsheet of new requests was maintained, resulting in inspections to assess potential action.
- Applications for street trading (e.g. stalls outside shops or outdoor tables/chairs) were approved where businesses could demonstrate a clear 2m of pavement will remain for pedestrians to move to. Those where 2m space is not possible were referred to Highways colleagues to ensure that any approvals are not creating more pinch points or an additional burden to widen footways.
- Planning enforcement extended compliance periods for enforcement notices to give businesses longer to rectify breaches of planning control.
- Planning enforcement initiative on improving street frontages in some of the town centres was paused so as not to impose additional burdens on businesses.
- Clear and consistent communications produced to support social distancing, disseminated through a range of channels including through the business newsletter (with over 9,000 subscribers) and Town Centre Manager's informal networks.
- New guidelines for businesses were introduced in September (mandating them to display QR codes, wear masks and adhere to the 'rule of 6', among other measures). Teams representing a range of services inspected over 2,000 businesses, 81 were given telephone advice, 79 were given written warnings giving them a time period to comply and 69 takeaways are on a regular watch list to monitor their compliance. The operation has adapted to ensure compliance with the current lockdown.

10. Support for local businesses throughout the pandemic:

- 10.1 The Economic Growth team sent out weekly business e-newsletters to over 9,000 businesses, providing updates on support, advice and information. Supported by Town Centre Managers promoted the government grant schemes to maximise awareness and take-up and continuously liaised with businesses to advise them of other various grants and loan schemes available as well as training and support to help them adapt their business to be fit-for-purpose (where possible) in this new context
- 10.2 As of mid-November the council has paid out over £62m of grants to 558 businesses across the Small Business Grants, Retail, Leisure and Hospitality Grants, and Discretionary Grants. The next round of grants will open imminently. The Economic

Growth Team responded to grant fund payments, liaised with Business Rates team and Capita to ensure as many grants as possible reached local businesses. Town Centre Managers helped business get online and apply for grants, helping with the application form and working with businesses to gather evidence to show losses.

- 10.3 Town Centre Managers used positive relationships with landlords to ensure that grant payments reach intended tenants wherever possible [transferring over £1m from landlords to tenants]. Tenants were brought into the business rates system.
- 10.4 80 Brent businesses were sign-posted by Town Centre Managers to a business support provider: 'Newable'. 50 received one to one support and 30 businesses received training webinars on social media/website development
- 10.5 The Brent for Business events programme was moved online and delivered a series of business webinars in partnership with White Label and the Federation of Small Businesses, to provide support and advice. Across the webinar programme we had:
 - 316 registrations
 - 180 individual attendees
 - 52 questions asked using the Q&A function
 - 41 of these questions were answered live
 - 26 speakers appeared on our panels
 - And some very positive feedback
- 10.6 Working with procurement to implement the new Social Value and Ethical Procurement policy, a framework for more local procurement spend, with the amount of local spend and the number of local suppliers as key performance indicators.
- 10.7 Meet the Buyer (supply chain) events, focussed on the construction sector, commenced in November. The events aim to make 60 local suppliers aware of 2m of secured tendering contract opportunities through 10 Buyers.
- 10.8 The Small Business Saturday Awards ran as normal. 157 nominations have been received from 79 different businesses. Winners will be announced ahead of Small Business Saturday on 5 December. If lockdown is extended, a concerted campaign to promote the winners and reinstate the Shop Local campaign will occur upon reopening.
- 10.9 Multi-lingual Health and Safety support is being commissioned for businesses who need additional support in order to comply with guidance and minimise risk.
- 10.10 Support to help businesses with online sales and marketing is being commissioned.
- 10.11 Brent Works are providing a recruitment and apprenticeships service free of charge for local businesses, including piloting of apprenticeship levy transfer for a cohort of SMEs.
- 10.12 Other measures to support residents and businesses are being pursued under the financial inclusion workstream.
- 10.13 Colleagues will continue work to improve highways and public realm, primarily with a focus on physical distancing in the short term.

- 10.14 Continuing to animate the public realm through greening, street art and other local infrastructure initiatives.
- 10.15 Pushing for more diversification of town centres, creating a framework for council investments in vacant properties, and using the levers in our new Meanwhile Strategy and Affordable Workspace Strategy to encourage different types of uses to come forward on our high streets.

11. Longer term strategies

The Inclusive Growth Strategy, approved by Full Council in Autumn 2020, sets out some policy responses to support a changing economy, and reducing economic inequalities. These include, for example:

- Curating a strategic vision for workspaces to meet business need
- Establish local enterprise zones
- Develop an adult skills strategy
- Develop the circular economy

The draft Local Plan, which sets out the Council's planning policies, includes a number of ambitions to support the economy, businesses, workspaces, training and development. It seeks to promote and enhance town centre vitality and viability to create hubs for a diverse range of uses, including employment, business space, shopping, culture, leisure, night time economy, tourism, social infrastructure and residential development.

An employment, apprenticeship and training plan will be required for all developments above a certain size, to be prepared in partnership with Brent Works. In the largest developments, a proportion of affordable workspace will also be sought. Existing Strategic and Locally Significant Employment sites will be protected, and where possible, intensified.

Cabinet recently agreed the Affordable Workspace Strategy and Action Plan, which proposes a number of initiatives which seek to secure a range of affordable workspace in new development, find ways to attract new providers, secure affordable workspace in town centres, keep rents and costs low, deliver business support and fill vacant units in town centres.

Officers are also developing a Meanwhile Use Strategy which will be presented to Cabinet on 07 December. This sets out an Action Plan to increase meanwhile uses and realise their full potential across the borough

12. Financial Implications

12.1 This report is for comment, there are no specific financial implications arising at this stage.

13. Legal Implications

13.1 This report is for comment, there are no specific legal implications arising at this stage.

14. Equalities Implications

14.1 Some of the employment support programmes particularly focus on sectors of the population particularly impacted on by the pandemic.

Report sign off:

Alan Lunt

Strategic Director of Regeneration and Environment.

Appendix 1

The six growth sectors in Brent.

1. Digital Sector: In Brent there is a moderate and growing business base, with a slightly lower concentration than London and with the vast majority of businesses of SME size (98%). The sector accounts for 4% of total employment (5,650) with a lower concentration than London and has seen a small decline (-3%) in employment levels since 2013. The Covid-19 crisis has underlined the crucial role that technology plays in our society and our economy. London is one of the world's leading cities for technology, entrepreneurship and digital creativity. The crisis has accelerated digital adoption and the future growth of the tech sector will be key to London and Brent's economic recovery.

2. Creative Sector: A moderate business base that has grown in the borough, up by 24% since 2013 and with a slightly lower concentration than London. The vast majority of businesses within the sector are SMEs (99%) with employment at around 5,665 accounting for 4% of total employment. Employment within the sector has increased since 2013 but remains less concentrated compared to London as a whole.

3. The Low Carbon Circular Economy: Analysis completed in early 2020 as part of the report 'Growing Brent's Low Carbon Circular Economy'. May 2020, estimated that there are 860 businesses in Brent in the Low Carbon Circular Economy. The number of businesses and employment is set to continue to grow. The report concludes that 'as we move into a period when government and businesses are focused on recovery and adapting to doing business in the 'new normal', that we grasp the opportunity to address the climate emergency'. This is echoed in 'Build and An Economic Recovery Strategy for West London' which acknowledges that 'Covid19 also provides a once in a generation opportunity to re-think our long-term aspirations for West London, kick-starting the low carbon economy'.

4. Food Preparation and Consumption: A relatively small but growing business base in Brent, albeit with a higher concentration relative to London. The sector accounts for around 8,750 of total employment in the borough and has increased by 45% since 2013 making it one of the fastest growing cross cutting sectors.

5. Life Sciences: A small sector in both employment and business terms accounting for just 1% of total employment in the borough. The sector has a significantly lower proportion of SME size businesses (75%). The sector has seen reasonable growth in the proportion of businesses and employees since 2013 and has concentration levels on a par or slightly above London as a whole.

6. Knowledge Economy: The borough has a large and growing business base but with a lower concentration than London and with the vast majority of businesses of SME size (99%). The sector employs around 16,650, having grown by 19% since 2013 and accounting for 13% of total employment within the borough but with a substantially lower concentration

Appendix 2:

Table 1: Employment and Skills Support

Objective	Services available	Lead Partners	Measures of success
Accessing and creating quality job opportunities for Brent residents	<u>Brent Works job brokerage:</u> Leading the Kickstart scheme for the council as an 'intermediary', supporting SMEs and VCS to create placements. Brokering and placing Brent residents into apprenticeships and local recruitment. Managing the commitments by developers in Section 106 Agreements. Supporting Brent contractors to deliver their Social Value commitments. Official Job brokerage Partner with HS2	Brent Council (working with employers, developers, Social Value contract commitments)	Residents supported into employment Residents supported into apprenticeships Kickstart placements <i>Progress since lockdown:</i> 46 job outcomes • 78% LLW • 21% in growth sectors • 0% zero hour contracts 24 apprenticeship outcomes April to October jobs by sector • Health and Social Care – 11 • Construction – 7 • Creative – 6 • IT - 2 • Customer Service – 2 • Warehouse – 2 • Cleaning – 2 April to October 2020 apprenticeships by sector • Construction – 9 • Admin and Customer Service – 4

			• Facilities Management – 1 • Creative - 2 Registered and engaged over 1,000 people for employment related advice and support Created a series of 10 interactive employment webinars, which have supported over 300 residents, including partnerships with the Metropolitan Police and HS2. HS2 Jobs Portal will officially launch in January 2021, however, Brent Works have already been engaging with HS2 supply chain opportunities and have brokered 4 job outcomes and are currently promoting 2 Level 4 Apprentices.
Moving on Up: Consortium funded by NCIL, Trust for London, and City Bridge Trust, in partnership with the Black Training and Employment Group and GLA. Pathway support to work Mentoring BITC project	Council with MOU Collective Impact Partnership	<i>Desired Outcomes:</i> Over the 3 years Engagement 450 Jobs 144 <i>Progress to date:</i> Engagement 135 Jobs 43 Mentors recruited 15 Mentees matched 11	

			Outcomes breakdown Jan – July 2020 • Apprenticeship – 5% • Permanent/Full Time – 81% • Fixed Term/Temporary – 14% Average Pay Jan – Jul 10.15/hr Sector breakdown Aug-Oct 2020 <table><tr><td>Retail</td><td>6</td><td></td></tr><tr><td>Construction</td><td>7</td><td></td></tr><tr><td>Transport and Logistics</td><td></td><td>3</td></tr><tr><td>Security</td><td>1</td><td></td></tr><tr><td>Customer Service</td><td></td><td></td></tr><tr><td>IT</td><td>1</td><td></td></tr><tr><td>Merger & Acquisitions</td><td></td><td>1</td></tr></table>	Retail	6		Construction	7		Transport and Logistics		3	Security	1		Customer Service			IT	1		Merger & Acquisitions		1
Retail	6																							
Construction	7																							
Transport and Logistics		3																						
Security	1																							
Customer Service																								
IT	1																							
Merger & Acquisitions		1																						
Support for residents that require further support to develop their employability and progress into work	The Shaw Trust – West London Alliance (WLA) contracts: Job Entry Targeted Support (JETS) for those unemployed for 3 months or more, started in October 2020. Funded by DWP, commissioned by WLA sub-region. Only a one-year contract in response to the Covid economic impact. Work and Health Programme (WHP), supporting long-term unemployed and those with more complex barriers to employment such as common mental health issues, learning disabilities, and physical health issues or	WLA	The JETS programme will support over 9,000 West London residents. The West London Alliance runs until 2024 and is focused on supporting over 13, 000 people. The latest data published in August 2020 shows 5,051 have been supported on the WHP programme across the sub region																					

	disabilities. Funded by DWP and European Social Fund (ESF). Twining's Enterprise: Mental Health Trailblazer deliver to support clients either self-referred, or referred by primary health (usually IAPT – Talking Therapies). Funded by ESF. Bright Futures: Support for ex-offenders provided by Forward Trust, funded by DWP, commissioned by the council. Care Leaver's Programme Brent Works delivered programme to support Care Leavers into jobs Supported Internships Support interns with employability skills and on the job experience. Support the interns with their job search post completion. Black Community Action Plan – Employment Strand	Council (Employment, Skills and Enterprise, co-commissioned with Community Safety and CRC) Council teams (ESE, CYP), CNWL and Tottenham Hotspur Foundation All Council Departments providing opportunities for placement. Some local employer provide placements as well.	Till Feb 2020 Engagements 213 Job Outcomes 50 Bright Futures Outcomes 45 engaged 12 into jobs 6 sustained for 26 weeks (thus far) This should grow as intensive post-employment support is delivered to support job retention Supported Internship 11 interns engaged All interns completed at least two placements over the year. Each placement for 8-12 weeks. City and Guilds entry level 3 award in Employability English, Maths and ICT training Post programme support
--	---	--	--

		Brent Employment, Enterprise and Partnerships, business including HS2 and Quintain and local black community businesses and organisations.	Steering group set up to progress the Employment and Enterprise recommendations of the Black Community Action Plan to address the inequalities of access to employment and careers development. Considering how best to streamline with the existing Moving On Up programme already in delivery.
Supporting residents to develop skills relevant to the labour market (current and focussing on sectors that are more resilient and likely to grow)	Sector Based Work Academies Brent Works – development of opportunities in growing and resilient sectors, including the promotion and creation of Apprenticeships; and offering wrap round employability support for the Kickstart Scheme to ensure quality work placements, which prepare young people for the workforce. Tech Careers – commissioned to Career Camps CIC, funded by the council's Digital Programme Moving on Up Business in the Community project	Council (including Brent Works and Brent Start), United Colleges Group and JCP	Progress- Two Sector Based Work Academies (SBWAs) are planned for early 2021. These will focus on the Care and the construction sectors. Each SBWA will have a cohort of 15 learners. Brent Works will arrange work experience and job interviews. The Training will be divided between Brent Start and the College of North West London. Business In The Community (BITC) commissioned as part of the Moving on Up programme to engage growth sectors, to test inclusive recruitment practice, building on the Inclusive Employer Toolkit recently published by the GLA and the Black Training and Enterprise Group (BTEG). Co-design with employers in these growth sectors

	Skills Supply and Demand Study – to consider sector needs across West London to inform the Further Education system, apprenticeships and links to Higher Education in the sub-region. This will include focus on skills needed for growth sectors including tech, digital, the green economy, and creative industries.	West London Alliance	will take place with the involvement of young black men from the MOU cohort. Progress to date. Initial scoping work commissioned by WLA in consultation with borough partners. Aims to provide a tool that will inform on the skills needs of growth sectors. This will support leveraging further and higher education, and wider skills delivery to meet the needs of labour market growth sectors and inform IAG services to support residents in making more sustainable skills development and career choices.
Facilitating partner networks and referral pathways, seeking to ensure that there is No Wrong Door.	Health and Employment Forum: Resulting from an Outcome Based Review of Health and Employment, bringing together primary health, the Clinical Commissioning Group, council, and Jobcentre Plus. Focus on developing operational working relationships and referrals. Community Hubs: Employment support embedded in the Community Hub teams to ensure this is part of the holistic response offered to residents. Family Wellbeing Hubs: Employment and skills support to be provided from the Family Wellbeing Centres, to support parents and young people to access services that are available.	Council (Employment, Skills and Enterprise) Council (Transformation Team) Council (Early Years Service and Employment, Skills and Enterprise)	<i>Outcomes:</i> <i>Improving referrals between health and employment services.</i> <i>Progress to date:</i> A programme of employer engagement to promote disability confidence to Brent employers. Community Hubs The TLR team is now embedded in hubs. Since April 2020 the team has achieved. Jobs 17 Soft Outcomes 17

	Housing Options and preventing homelessness: Referrals to employment support by frontline housing teams where households are affected by the Overall Benefit Cap (OBC)/Spare Room Subsidy (SRS) or if there is evidence of growing rent arrears ‘Youth Hub’: A proposed co-location of United Colleges Group, Jobcentre Plus and Brent’s employment and skills offer at the colleges Willesden Campus.	United Colleges Group, Jobcentre Plus, and Council (Employment, Skills and Enterprise)	Skills Escalator Income Increase 17 Skills Escalator training outcome 8 Housing Options and Preventing Homelessness TLR data since April 2018 Council tenant 252 Housing Association 72 On Housing Benefits 330 Job starts from this group 82 Affected by OBC/SRS 71 Preventing Homelessness 15
--	--	---	---

Resources and Public Realm Scrutiny Committee

1st December 2020

Supporting the Economic Recovery

Appendix 1

The six growth sectors in Brent.

1. Digital Sector: In Brent there is a moderate and growing business base, with a slightly lower concentration than London and with the vast majority of businesses of SME size (98%). The sector accounts for 4% of total employment (5,650) with a lower concentration than London and has seen a small decline (-3%) in employment levels since 2013. The Covid-19 crisis has underlined the crucial role that technology plays in our society and our economy. London is one of the world's leading cities for technology, entrepreneurship and digital creativity. The crisis has accelerated digital adoption and the future growth of the tech sector will be key to London and Brent's economic recovery.

2. Creative Sector: A moderate business base that has grown in the borough, up by 24% since 2013 and with a slightly lower concentration than London. The vast majority of businesses within the sector are SMEs (99%) with employment at around 5,665 accounting for 4% of total employment. Employment within the sector has increased since 2013 but remains less concentrated compared to London as a whole.

3. The Low Carbon Circular Economy: Analysis completed in early 2020 as part of the report 'Growing Brent's Low Carbon Circular Economy'. May 2020, estimated that there are 860 businesses in Brent in the Low Carbon Circular Economy. The number of businesses and employment is set to continue to grow. The report concludes that 'as we move into a period when government and businesses are focused on recovery and adapting to doing business in the 'new normal', that we grasp the opportunity to address the climate emergency'. This is echoed in 'Build and An Economic Recovery Strategy for West London' which acknowledges that 'Covid19 also provides a once in a generation opportunity to re-think our long-term aspirations for West London, kick-starting the low carbon economy'.

4. Food Preparation and Consumption: A relatively small but growing business base in Brent, albeit with a higher concentration relative to London. The sector accounts for around 8,750 of total employment in the borough and has increased by 45% since 2013 making it one of the fastest growing cross cutting sectors.

5. Life Sciences: A small sector in both employment and business terms accounting for just 1% of total employment in the borough. The sector has a significantly lower proportion of SME size businesses (75%). The sector has seen reasonable growth in the proportion of businesses and employees since 2013 and has concentration levels on a par or slightly above London as a whole.

6. Knowledge Economy: The borough has a large and growing business base but with a lower concentration than London and with the vast majority of businesses of SME size (99%). The sector employs around 16,650, having grown by 19% since 2013 and accounting for 13% of total employment within the borough but with a substantially lower concentration

This page is intentionally left blank

Resources and Public Realm Scrutiny Committee

1st December 2020

Supporting the Economic Recovery

Appendix 2:

Table 1: Employment and Skills Support

Objective	Services available	Lead Partners	Measures of success
Accessing and creating quality job opportunities for Brent residents	<u>Brent Works job brokerage:</u> Leading the Kickstart scheme for the council as an 'intermediary', supporting SMEs and VCS to create placements. Brokering and placing Brent residents into apprenticeships and local recruitment. Managing the commitments by developers in Section 106 Agreements. Supporting Brent contractors to deliver their Social Value commitments. Official Job brokerage Partner with HS2	Brent Council (working with employers, developers, Social Value contract commitments)	Residents supported into employment Residents supported into apprenticeships Kickstart placements <i>Progress since lockdown:</i> 46 job outcomes • 78% LLW • 21% in growth sectors • 0% zero hour contracts 24 apprenticeship outcomes April to October jobs by sector • Health and Social Care – 11 • Construction – 7 • Creative – 6 • IT - 2 • Customer Service – 2 • Warehouse – 2 • Cleaning – 2 April to October 2020 apprenticeships by sector • Construction – 9 • Admin and Customer Service – 4

			- Facilities Management – 1 - Creative - 2 Registered and engaged over 1,000 people for employment related advice and support Created a series of 10 interactive employment webinars, which have supported over 300 residents, including partnerships with the Metropolitan Police and HS2. HS2 Jobs Portal will officially launch in January 2021, however, Brent Works have already been engaging with HS2 supply chain opportunities and have brokered 4 job outcomes and are currently promoting 2 Level 4 Apprentices.											
Moving on Up: Consortium funded by NCIL, Trust for London, and City Bridge Trust, in partnership with the Black Training and Employment Group and GLA. Pathway support to work Mentoring BITC project	Council with MOU Collective Impact Partnership	<i>Desired Outcomes:</i> Over the 3 years <table><tr><td>Engagement</td><td>450</td></tr><tr><td>Jobs</td><td>144</td></tr></table> <i>Progress to date:</i> <table><tr><td>Engagement</td><td>135</td></tr><tr><td>Jobs</td><td>43</td></tr><tr><td>Mentors recruited</td><td>15</td></tr><tr><td>Mentees matched</td><td>11</td></tr></table> Outcomes breakdown Jan – July 2020 - Apprenticeship – 5% - Permanent/Full Time – 81% - Fixed Term/Temporary – 14% Average Pay Jan – Jul 10.15/hr	Engagement	450	Jobs	144	Engagement	135	Jobs	43	Mentors recruited	15	Mentees matched	11
Engagement	450													
Jobs	144													
Engagement	135													
Jobs	43													
Mentors recruited	15													
Mentees matched	11													

	Support interns with employability skills and on the job experience. Support the interns with their job search post completion. Black Community Action Plan – Employment Strand	Council teams (ESE, CYP), CNWL and Tottenham Hotspur Foundation All Council Departments providing opportunities for placement. Some local employer provide placements as well. Brent Employment, Enterprise and Partnerships, business including HS2 and Quintain and local black community businesses and organisations.	6 sustained for 26 weeks (thus far) This should grow as intensive post-employment support is delivered to support job retention Supported Internship 11 interns engaged All interns completed at least two placements over the year. Each placement for 8-12 weeks. City and Guilds entry level 3 award in Employability English, Maths and ICT training Post programme support Steering group set up to progress the Employment and Enterprise recommendations of the Black Community Action Plan to address the inequalities of access to employment and careers development. Considering how best to streamline with the existing Moving On Up programme already in delivery.
Supporting residents to develop skills relevant to the labour market (current and focussing on sectors that are more resilient and likely to grow)	Sector Based Work Academies Brent Works – development of opportunities in growing and resilient sectors, including the promotion and creation of Apprenticeships; and offering wrap round employability support for the Kickstart Scheme to ensure quality work placements, which prepare young people for the workforce. Tech Careers – commissioned to Career Camps CIC, funded by the council's Digital Programme Moving on Up Business in the Community project	Council (including Brent Works and Brent Start), United Colleges Group and JCP	Progress- Two Sector Based Work Academies (SBWAs) are planned for early 2021. These will focus on the Care and the construction sectors. Each SBWA will have a cohort of 15 learners. Brent Works will arrange work experience and job interviews. The Training will be divided between Brent Start and the College of North West London. Business In The Community (BITC) commissioned as part of the Moving on Up programme to engage growth sectors, to test

	Skills Supply and Demand Study – to consider sector needs across West London to inform the Further Education system, apprenticeships and links to Higher Education in the sub-region. This will include focus on skills needed for growth sectors including tech, digital, the green economy, and creative industries.	West London Alliance	inclusive recruitment practice, building on the Inclusive Employer Toolkit recently published by the GLA and the Black Training and Enterprise Group (BTEG). Co-design with employers in these growth sectors will take place with the involvement of young black men from the MOU cohort. Progress to date. Initial scoping work commissioned by WLA in consultation with borough partners. Aims to provide a tool that will inform on the skills needs of growth sectors. This will support leveraging further and higher education, and wider skills delivery to meet the needs of labour market growth sectors and inform IAG services to support residents in making more sustainable skills development and career choices.
Facilitating partner networks and referral pathways, seeking to ensure that there is No Wrong Door.	Health and Employment Forum: Resulting from an Outcome Based Review of Health and Employment, bringing together primary health, the Clinical Commissioning Group, council, and Jobcentre Plus. Focus on developing operational working relationships and referrals. Community Hubs: Employment support embedded in the Community Hub teams to ensure this is part of the holistic response offered to residents. Family Wellbeing Hubs: Employment and skills support to be provided from the Family Wellbeing Centres, to support parents and young people to access services that are available. Housing Options and preventing homelessness:	Council (Employment, Skills and Enterprise) Council (Transformation Team) Council (Early Years Service and Employment, Skills and Enterprise)	<i>Outcomes:</i> <i>Improving referrals between health and employment services.</i> <i>Progress to date:</i> A programme of employer engagement to promote disability confidence to Brent employers. Community Hubs The TLR team is now embedded in hubs. Since April 2020 the team has achieved. Jobs 17 Soft Outcomes 17 Skills Escalator Income Increase 17 Skills Escalator training outcome 8

	Referrals to employment support by frontline housing teams where households are affected by the Overall Benefit Cap (OBC)/Spare Room Subsidy (SRS) or if there is evidence of growing rent arrears ‘Youth Hub’: A proposed co-location of United Colleges Group, Jobcentre Plus and Brent’s employment and skills offer at the colleges Willesden Campus.	United Colleges Group, Jobcentre Plus, and Council (Employment, Skills and Enterprise)	Housing Options and Preventing Homelessness TLR data since April 2018 <table><tr><td>Council tenant</td><td>252</td><td></td></tr><tr><td>Housing Association</td><td>72</td><td></td></tr><tr><td>On Housing Benefits</td><td>330</td><td></td></tr><tr><td>Job starts from this group</td><td></td><td>82</td></tr><tr><td>Affected by OBC/SRS</td><td>71</td><td></td></tr><tr><td>Preventing Homelessness</td><td>15</td><td></td></tr></table>	Council tenant	252		Housing Association	72		On Housing Benefits	330		Job starts from this group		82	Affected by OBC/SRS	71		Preventing Homelessness	15	
Council tenant	252																				
Housing Association	72																				
On Housing Benefits	330																				
Job starts from this group		82																			
Affected by OBC/SRS	71																				
Preventing Homelessness	15																				

	Resources & Public Realm Scrutiny Committee 1 December 2020
	Report from the Assistant Chief Executive
Brent Climate Emergency Strategy (2021-2030) – Draft for Public Consultation	

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)	Open
No. of Appendices:	Appendix 1: Brent Climate Emergency Strategy – Draft for Public Consultation Appendix 2: Equalities Impact Assessment
Background Papers:	
Contact Officer(s): (Name, Title, Contact Details)	Oliver Myers Head of Environmental Strategy and Commissioning oliver.myers@brent.gov.uk 0208 937 5323

1.0 Purpose of the Report

- 1.1 The purpose of this report is to provide the committee with the opportunity to comment on the Draft Brent Climate Emergency Strategy (2021-2030). The Draft Strategy was approved to be issued for public consultation by Cabinet on 9th November 2020 and consultation is taking place from 16th November 2020 to 15th January 2021.
- 1.2 The Draft 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.
- 1.3 The report additionally provides officer advice on a number of questions raised by the Chair of the Committee in relation to opportunities to embed climate action across council activity (see Section 5 of this report).

2.0 Recommendations

- 2.1 The Committee is asked to consider and comment on the Draft Brent Climate Emergency Strategy (Appendix A).
- 2.2 The Committee notes that, following comments received during public consultation, a revised, final Brent Climate Emergency Strategy will be presented back to Cabinet in spring 2021 for adoption.

3.0 Context

- 3.1 In October 2018, a Special Report from the Intergovernmental Panel on Climate Change (IPCC), as required by the Paris Agreement, called for urgent action to limit global warming to 1.5⁰C in order to avoid the risk of reaching 'tipping points' in our ecological and climatic systems that are likely to lead to runaway climate change.
- 3.2 That IPCC report, together with the growing grassroots movements – such as the school climate strikes, community direct action and the Declare a Climate Emergency campaign – created a significant rise in media coverage and public sector commitments on the issue. The Mayor of London declared a climate emergency in December 2018, UK parliament declared a national climate emergency in May 2019, and in June 2019, the UK government enshrined in law a net zero carbon reduction target by 2050.
- 3.3 It is widely accepted by economists that the costs of taking climate action now will be far lower than the costs of inaction in the future. Global heating linked to climate change is predicted to have negative impacts not only for society's infrastructure and assets, but also for public health. These health impacts will be exacerbated without radical action to reduce pollution and enhance our green (natural) infrastructure. The health impacts are likely to affect vulnerable groups most severely and they include:
 - Poor air quality, which can cause or exacerbate serious medical conditions, and which particularly affects young people and deprived communities
 - More frequent and extreme weather events, such as flooding, heatwaves and drought, which can cause death, displacement and serious mental health conditions
 - An increase in fuel poverty if measures to combat and adapt to climate change are not carried out fairly
 - A lack of access to nature and green space, which can negatively impact physical and mental wellbeing
 - Potential for water and food scarcity and the arrival of new diseases and pandemics in the UK

- 3.4 Conversely, tackling climate change offers numerous health benefits, relating to cleaner air and better access to green space, healthier diets and more active travel, greater resilience to extreme weather, reduced fuel poverty and associated savings to National Health Service budgets.
- 3.5 The environmental crisis therefore provides an immediate opportunity for positive social, economic and environmental transformation through a transition to a net zero carbon economy, a cleaner and greener environment, and a fairer and healthier society. As well as reducing the risks from global heating, action to tackle climate change has the potential to bring positive change for the local community on many of the issues that matter most to people, such as cleaner air, greener spaces, warmer homes, healthier travel and a thriving local economy.
- 3.6 It is within this context that the London Borough of Brent (along with over 280 local authorities to date) passed a council motion to declare a Climate and Ecological Emergency at the Full Council meeting on 8 July 2019. Within this declaration, the council committed to an overarching aim to *“do all reasonable in the Council’s gift to aim for carbon neutrality by 2030, and work with the government to achieve the national 2050 target”*.
- 3.7 The council has since carried out the following strategic actions to support the development of the climate emergency strategy for the borough:
- Developed a holistic, council-wide approach to addressing the climate emergency covering a range of inter-related environmental issues in Brent
 - Commissioned and received the Brent Carbon Scenarios 2030 Study, an independent assessment of the sources of carbon emissions produced in the borough and the potential pathways to achieve carbon neutrality
 - Concluded a cross-cutting, internal sustainability review to take stock of what is already happening in order to reduce carbon emissions and to consider what more needs to be done
 - Reported an Interim Response to Full Council in November 2019 including an Interim Climate Action Plan (Winter 2019/20).
- 3.8 It is clear that achieving the goal of net zero carbon emissions by 2030 will be hugely challenging. As the council is not able to directly fund the level of infrastructure required to achieve this goal, collective climate action with key stakeholders across the borough will be paramount, alongside collaboration with regional and West London partners on cross borough initiatives, and a focus on ensuring that we secure investment in Brent from emerging national funding programmes.
- 3.9 In respect of regional collaboration, in December 2019, London Councils’ Transport and Environment Committee (TEC) and the London Environment Directors’ Network (LEDNet) agreed a Joint Statement on Climate Change in which they committed to prioritise and support the delivery of the seven programmes listed below, by pooling experience, expertise and resources and working together collaboratively. These programmes are ultimately consistent with Brent’s ambitions for carbon neutrality:

- Retrofit London: Retrofit all domestic and non-domestic buildings to an average level of Energy Performance Certificate B.
- Low-carbon development: Secure low carbon buildings and infrastructure via borough planning.
- Halve petrol and diesel road journeys: Halve road journeys made by petrol and diesel via combined measures that can restrict polluting journeys and incentivise sustainable and active travel options.
- Renewable power for London: Secure 100% renewable energy for London's public sector now and in the future.
- Reduce consumption emissions: Reduce consumption emissions by two thirds, focusing on food, clothing, electronics and aviation.
- Build the green economy: Develop London's low carbon sector and green our broader economy.
- Create a resilient and green London: Ensure London is resilient to the effects of climate change, whilst enhancing its biodiversity and green spaces.

3.10 In July 2020, London Councils also put forward eight key proposals to facilitate a green recovery from the Covid-19 pandemic.

- Homes fit for the future: Comprehensive retrofit of housing and public sector buildings
- Net zero development for London: Establish a Commission on net zero development for London
- New neighbourhoods: Low carbon interconnected neighbourhoods
- Renewing our roads: London-wide road pricing and strategic enhancement of cycling/walking routes
- Accelerating low carbon heating: Developing local area energy plan and drive low carbon heating transformation
- Embedding a resilient, green economy: Develop a green economy recovery strategy
- Financing for a future London: Establish a green finance taskforce
- Creating a culture of sustainability: Research consumer behaviour and develop a communications strategy

3.11 Brent will continue to seek to capitalise on the benefits of joint working on this agenda, working with partners across the borough and across London and calling for the government to ensure that local authorities have the resources required to tackle climate change and ultimately meet the UK governments own targets. It is hoped that the UK government's role hosting the Conference of Parties (COP26) Climate Conference next year will mean an additional government focus on this agenda in the coming year.

- 3.12 Further to regional collaboration, the scale of the climate emergency requires us to build consensus with all sections of the community on the radical changes that will be needed in the way we heat and power our homes, move about and make choices about what we eat and buy. In autumn 2019, Brent organised a citizens' assembly on climate change to provide direction on how we should seek to tackle this issue collectively within the borough.
- 3.13 The [Brent Climate Assembly](#) took place over three workshops in November and December 2019, attended by 53 residents who came together to learn about climate change, discuss potential climate action in Brent, and make recommendations for action to the council and the community. The question they considered was *"How can we work together to limit climate change and its impact while protecting our environment, our health and our wellbeing? Consider the council, businesses and organisations, individuals"*.
- 3.14 The Assembly was designed and facilitated by deliberative democracy experts, Traverse, overseen by an advisory board of experts in relevant fields. At the Assembly workshops, a variety of specialists presented evidence and participated in discussions. Participants drew up a set of criteria by which to assess potential climate action. These were: cost effectiveness, fairness, transparency, wider benefits for health and wellbeing, and how realistic and achievable the idea was. Using this list, Assembly members voted on a longlist of potential actions which led to the development of a set of recommendations across a number of themes which have informed the Draft Strategy.
- 3.15 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 posted their ideas on the Assembly website.
- 3.16 Most recently, we engaged with residents through Brent Connects sessions to explore how we can begin to put the recommendations developed by the Brent Climate Assembly into action over the coming months and years.
- 3.17 A key proposal within the Draft Strategy is the formation of the Brent Environmental Network to provide opportunities for everyone in Brent to take individual and collective actions to address the climate emergency.

4.0 Draft Brent Climate Emergency Strategy - Overview

- 4.1 The aim of the Strategy will ultimately be to harness the opportunities that the council has 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 (residents, businesses, voluntary and community sector groups, schools, registered providers etc) to play their part in sharing ownership of this substantial agenda.

- 4.2 The Draft Strategy themes therefore reflect, as closely as possible, the priorities identified by the Brent Climate Assembly, they also reflect the ambitions and direction of travel on this agenda for councils across London (as highlighted in section three).
- 4.3 Further detail on each of the key themes is provided within the strategy document itself which also provides a few practical examples of how residents can take action and contribute to tackling the climate emergency.

Theme 1: Consumption, Resources and Waste

- 4.4 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'.
- 4.5 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 as long as possible.

Theme 2: Transport

- 4.6 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'.
- 4.7 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.

Theme 3: Homes and Buildings

- 4.8 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.
- 4.9 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.

Theme 4: Nature and Green Space

- 4.10 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'.
- 4.11 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.

Theme 5: Supporting Communities

- 4.12 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.
- 4.13 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 emergency, and as many people as possible will be actively engaged in taking action to help the borough become carbon neutral by 2030'.
- 4.14 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 (households, schools, businesses, the voluntary and community sector); and through launching and utilising the Brent Carbon Offset Fund to drive carbon reduction at a local level.
- 4.15 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.

5.0 Response on specific areas of interest identified by the Committee

- 5.1 This section provides an update on opportunities to address climate change within a number of council functions identified by the Committee.

Pension divestment

- 5.2 The Brent Pension Fund is invested to ensure that the pensions that its members are entitled to can be paid. The legal and fiduciary duty of the pension fund committee is to ensure that this objective can be met, and

investments are made in a wide range of assets, in line with industry best practice to ensure that the risk is diversified.

5.3 The Brent Pension Fund has the following funding principles:

- Ensure that sufficient resources are available to meet all benefit as they fall due for payment;
- Recover any shortfall in assets, relative to the value of accrued liabilities, over broadly the future working lifetime of current employees;
- Enable employer contributions to be kept as stable as possible and at reasonable cost; and
- Maximise the returns from investments within reasonable risk parameters.

5.4 The Fund's Sub-Committee also takes Responsible Investment ("RI") seriously. The Fund's Sub-Committee recognises that Environmental, Social and Governance ("ESG") factors can influence the Fund's ability to achieve long-term sustainable returns. This is reflected in the Fund's Investment Strategy Statement, which includes the following stated beliefs:

- Environmental, social and corporate governance ('ESG') issues can have a material impact on the long term performance of its investments
- Climate change and the expected transition to a low carbon economy is a long term financial risk to Fund outcomes.

5.5 The ESG criteria of its existing investments are assessed on an ongoing basis, including regular interaction and challenge of the Fund's investment managers (including the Fund's asset pool London CIV). The Fund has continued to make strong representations to the London CIV on ESG issues and to have a senior lead on responsible investment. The Sub-Committee is also committed to collaborative investment practices with the view of affecting positive change through the powers of collaborative influence.

5.6 Climate change has the potential to impact all asset classes over the Fund's lifetime and the Fund, with its actuary and investment advisors, has modelled various scenarios to understand possible outcomes from different climate related scenarios. The Fund is also considering undertaking a carbon footprint exercise for the Fund in order to improve its understanding of the Fund's holdings and is awaiting developments from London CIV in this area. Overall, therefore, an important consideration is how we achieve long term sustainable returns and how climate change risk impacts on our ability to achieve these returns.

5.7 The Pensions Sub-Committee agreed to invest £50m in the London CIV Infrastructure fund in October 2019. The design of this fund ensures that at least 25% of the fund will be invested in renewable energy projects.

5.8 The Pensions Sub-Committee agreed to invest £28m in a low carbon equity fund in July 2020.

5.9 The Fund continues to explore further investment options in this area. London CIV recently held a 'seed investor group' for a low cost, low carbon equity

fund. The Brent Pension Fund is a member of this group and its purpose will be to help shape the investment mandate ahead of a Fund launch. Officers will be working closely with the Fund's investment advisers to assess the suitability of this investment in Brent's portfolio once further details are known.

Air quality and the North Circular Road

- 5.10 The A406 North Circular Road (NCR) forms part of a strategic ring-road around London, and is the responsibility of Transport for London (TfL). High volumes of traffic result in very poor air quality along this corridor. In October 2021, TfL will extend the existing central London Ultra Low Emission Zone to the area bounded by the North and South Circular Roads, but the North Circular Road is not included in the zone. The wider expansion of the ULEZ scheme to include the NCR would help to reduce pollution. Brent will collaborate with TfL on opportunities to expand the ULEZ in the future, or introduce projects or initiatives that will help to improve air quality.

Managing and protecting biodiversity through our Public Realm contract

- 5.11 We are working closely with Veolia to enhance biodiversity in the borough through the planting and development of the wildflower meadows and its expansion into verges. Veolia are fully supportive of the council's vision to plant in our parks in a way which works with constant climate change and to develop our parks, open spaces and verges into newly created habitats for wildlife.

Sites of Special Scientific Interest (SSSIs)

- 5.12 There is one SSSI site in Brent, which is the Welsh Harp reservoir, which is under shared management with Barnet Council and the Canal and Rivers Trust (C&RT). There is also a Welsh Harp Consultative Committee, which meets quarterly to discuss management of the area. A working group was established between Thames 21, Brent and Barnet Councils, C&RT and the GLA to set out a vision for the Welsh Harp that will facilitate site improvements and wider communication of this wonderful location, whilst retaining the SSSI status

Public Sector in Brent

- 5.13 The council has a long standing carbon management programme for its own estate and operations (which includes corporate buildings, fleet and street lighting). By April 2020 we had achieved a 64% reduction in carbon dioxide emissions against our 2010/11 baseline, exceeding our target of a 60% reduction in emissions by 2021. This was achieved through a combination of improvements within our own buildings, installing LED streetlights and through benefits associated with grid decarbonisation.
- 5.14 The Government has recently announced funding under the Public Sector Decarbonisation Scheme for public sector organisations to implement measures which both directly and indirectly result in carbon reduction, in particular in relation to heat decarbonisation. This has provided an

opportunity for Brent to further review its stock and develop a programme of short term works to reduce carbon. The aim is to use the information developed as part of the grant application process to investigate what further longer term measures might benefit our stock and determine the investment required. The programme will also allow the Council to develop a heat decarbonisation strategy for its buildings.

- 5.15 In addition, the council is investigating the potential for renewable energy projects to further decarbonise our energy use and determine how to maximise our use of renewables in the borough and the potential for working with partners outside the borough.
- 5.16 Through the Brent Environmental Network, we will seek to engage with all other public sector bodies in Brent to share good practice and to start working towards our carbon neutral goal together.

Planning

- 5.17 A key policy on climate change and resilience within the Council's draft Local Plan (anticipated to be adopted spring 2021) will not only tackle climate change within the borough, but also improve air quality and deliver a number of social and economic benefits. Ensuring that all developments have high standards of environmental performance will be a key part in delivering this policy objective.
- 5.18 Planning policies within the draft Local Plan will require that all major commercial and residential developments mitigate and adapt to climate change, specifically by being Air Quality Positive or Neutral, and by managing flood risk, on-site water management and sustainable surface water drainage. Minor developments will be encouraged to maximise feasible opportunities for on-site renewable energy generation. Where zero carbon targets cannot be achieved on site the council will seek payment from developers into a local carbon offset fund which will be used to deliver carbon offsetting projects in the borough.
- 5.19 In addition, planning policies also include provisions for all new developments to be car-free or car-lite, increase coverage of electric vehicle charging points and enable broadband access to encourage home working, all of which help to contribute to the implementation of the themes/objectives within the draft Brent Climate Emergency Strategy.

Business rates

- 5.20 In order to incentivise businesses to reduce their carbon footprint, officers considered the introduction of a business rates relief to businesses who were able to demonstrate a significant reduction in their carbon footprint.
- 5.21 However, this proposal was not taken forward due to the current business rates retention regime set by government. Many business are already eligible for relief under the existing system, for example small business rates relief, charitable relief and retail relief. As a result, in 2020/21, businesses in these

sectors such as retail, shops, leisure, bars, restaurants and small businesses pay no business rates. Therefore, using the business rates system to incentivise businesses in the borough is unlikely to have the desired result.

Licensing

- 5.22 The council's Licensing Team licenses various activities in accordance with the relevant legal provisions. The licensing provisions are determined by either legislation or statutory guidance. The council is unable to incorporate any climate emergency provisions into policies in order to sway or otherwise, any decision making process.
- 5.23 For example, the most commonly used policy is under the Licensing Act 2003 for the licensing of alcohol, entertainment and late-night refreshment. The council's policy must address the four licensing objectives of preventing of crime and disorder, public safety, public nuisance and protecting children from harm. Climate Change criteria do not align with the required objectives.

Partnerships

- 5.24 As highlighted in the Supporting Communities section, we are launching a new, cross-sector Brent Environmental Network (BEN) as the main mechanism for sustained engagement with residents, businesses, schools, VCS, public sector and environmental groups on tackling the climate emergency in Brent. BEN will provide a means of collaboration, sharing information and opening dialogue around climate change and climate action with Brent residents and organisations and will also facilitate targeted sector-specific communications and engagement.
- 5.25 We are also working in partnership with other London Boroughs, and our West London neighbours in particular, to share ideas and good practice and to collaborate, for example through the successful West London consortium bid for the Green Homes Grant Local Authority Delivery Scheme.

6.0 Alternative Options Considered

- 6.1 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.
- 6.2 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 1% 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.

7.0 Financial Implications

- 7.1 The financial implications for each action within the 2021-2022 action plan are set out at the end of Appendix A. Overall, of the 23 actions proposed, four are already factored into existing budgets, 10 result in new additional activity where costs can be contained within existing departmental budgets, six have external funding secured and three require further work where due to the early stage of project scoping, the financial implications are yet to be fully developed. These actions include developing a green infrastructure vision for 2030 (R&E06), developing a Climate Change Adaptation Plan for the borough (R&E12) and 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. Those aside, it is expected that the year one actions can be contained within existing budgets.

8.0 Legal Implications

- 8.1 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.

9.0 Equality Implications

- 9.1 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.

9.2 A full Equalities Impact Assessment is attached as Appendix B to this report. This strategy and action plan will support Brent Council to continue to meet its public sector equality duties.

10.0 Human Resources Implications

10.1 There are no immediate staffing implications.

11.0 Property Implications

11.1 Energy audits of Harlesden Library, Kilburn Library and the New Millennium day Centre have recently taken place. A specific energy audit for the Civic Centre is also being discussed by officers and is hoped to be commissioned in the near future.

11.2 The findings from all of these reports will help to inform the development of a comprehensive plan to achieve net zero carbon emissions across the council's estate and operations by 2030, which is part of the 2021-22 delivery plan within **Appendix A**.

12.0 Environmental Sustainability Implications

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

13.0 Proposed Consultation with Ward Members and Stakeholders

13.1 Every individual who lives, works or studies in Brent has a stake in tackling the climate emergency. The draft strategy has been developed with the views of our residents at its heart, with the key themes and actions closely reflecting the priorities of the Brent Climate Assembly which took place last year.

13.2 Residents and stakeholders are invited to comment on the draft strategy [via the open consultation](#) which closes on 15th January 2021.

13.3 During the eight week consultation period we are holding a series of virtual events with schools, businesses, environmental groups and residents, particularly those groups who will be most affected by climate change – young people, older people, people with disabilities and our Black, Asian and Minority Ethnic communities.

- 13.4 We are encouraging our ward councillors to become community champions. We have prepared fact sheets for members to use to promote the council's response to the climate 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.
- 13.5 Finally, we have included a Neighbourhood Survey as part of the consultation activity – we are asking what changes people are making and can make to help make their neighbourhood greener and cleaner. We want to understand where and how people want to take climate action and we will use this information to help them make this happen.

Report sign off:

SHAZIA HUSSAIN

Assistant Chief Executive

Brent Climate Emergency Strategy

2021-2030

Draft for Public Consultation

Page 65



Brent

London Borough of Brent

Contents

2	Foreword
3	Introduction and Context
4	Emissions in Brent
5	The Current Challenges
7	Working Together – Development of the key themes

The Key Themes

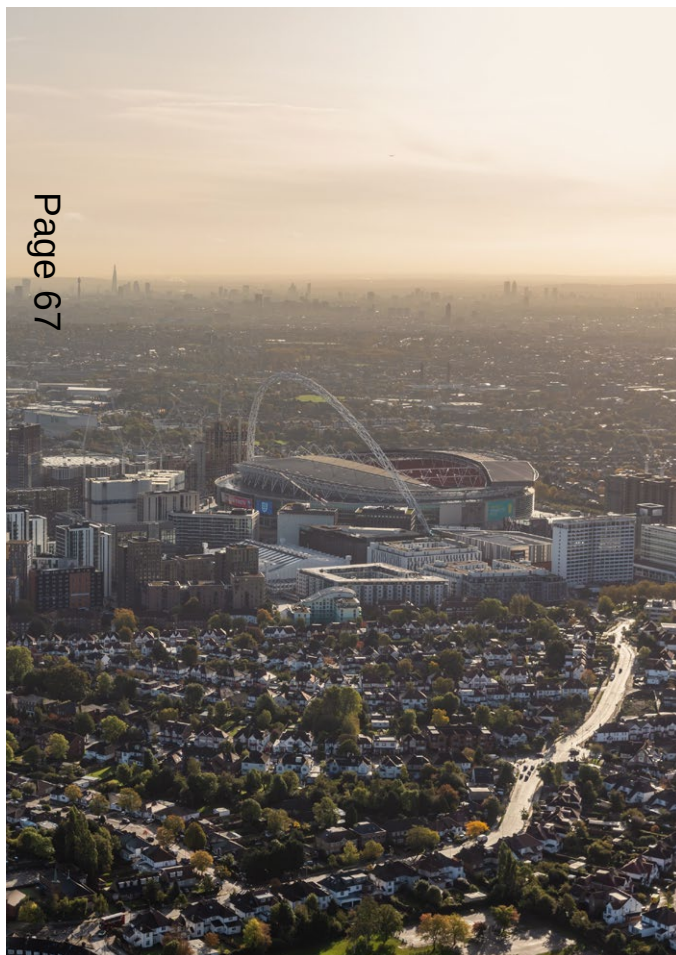
9	Key Theme 1 – Consumption, Resources and Waste
13	Key Theme 2 – Transport
17	Key Theme 3 – Homes and Buildings
21	Key Theme 4 – Nature and Green Space
25	Key Theme 5 – Supporting Communities
29	Draft First Year Delivery Plan 2021-2022
36	Glossary



Foreword

We are living in a Climate and Ecological Emergency

Page 67



We are already seeing the devastating effects of climate change. 2020 has been punctuated by more volatile and unprecedented weather taking place around the world on a regular basis, whether it be wildfires in Australia or floods in the UK. 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 disproportionately 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 draft ten-year 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 draft strategy seeks to reflect the priorities of our residents and will be open for public consultation from 16th November 2020 to 11th January 2021. I encourage anyone reading this document to provide us with your thoughts and to think about what you can do to contribute to tackling the climate emergency in Brent.

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 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 must 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 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

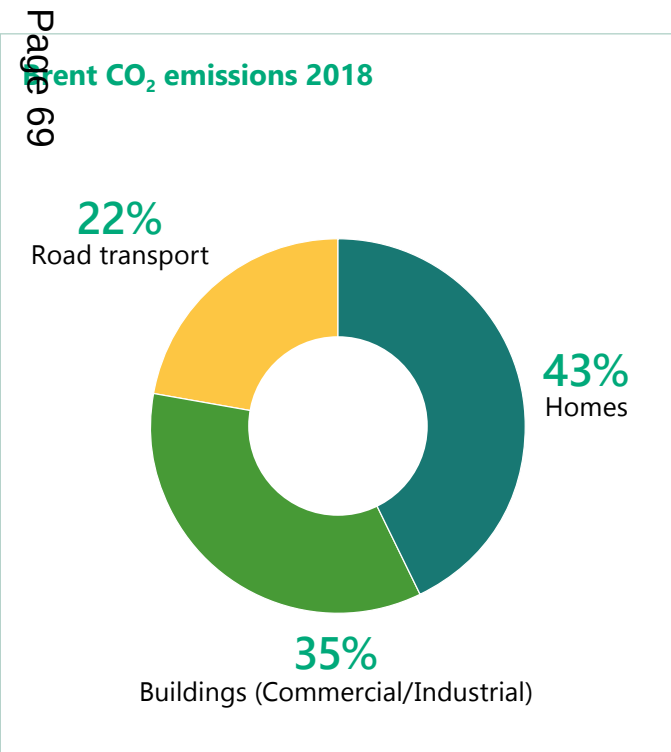
London Councils Transport & Environment Committee/ London Environmental Directors Network (LEDNET) Joint **Climate Change Statement** [↗](#)
November 2019
London Councils **Green Recovery Plan** [↗](#)
July 2020

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.

The themes within this strategy provide a focus on the areas which are the most significant causes of emissions. Carbon dioxide (CO₂) 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. The council will seek to lead by example and will provide the necessary leadership on these issues, but it 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 draft 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 CO₂ 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, the council 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?

The council and its communities will need to work together 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 onset of the COVID-19 pandemic has been enormous, with an estimated fall in the UK Gross Domestic Product (GDP) of 35%. 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 the council 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?

The council and its communities will need to work together to adopt simple 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 catastrophe.

The Current Challenges (continued)

Lack of coordinated action

There are amazing individuals and groups who are taking action to tackle the climate 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?

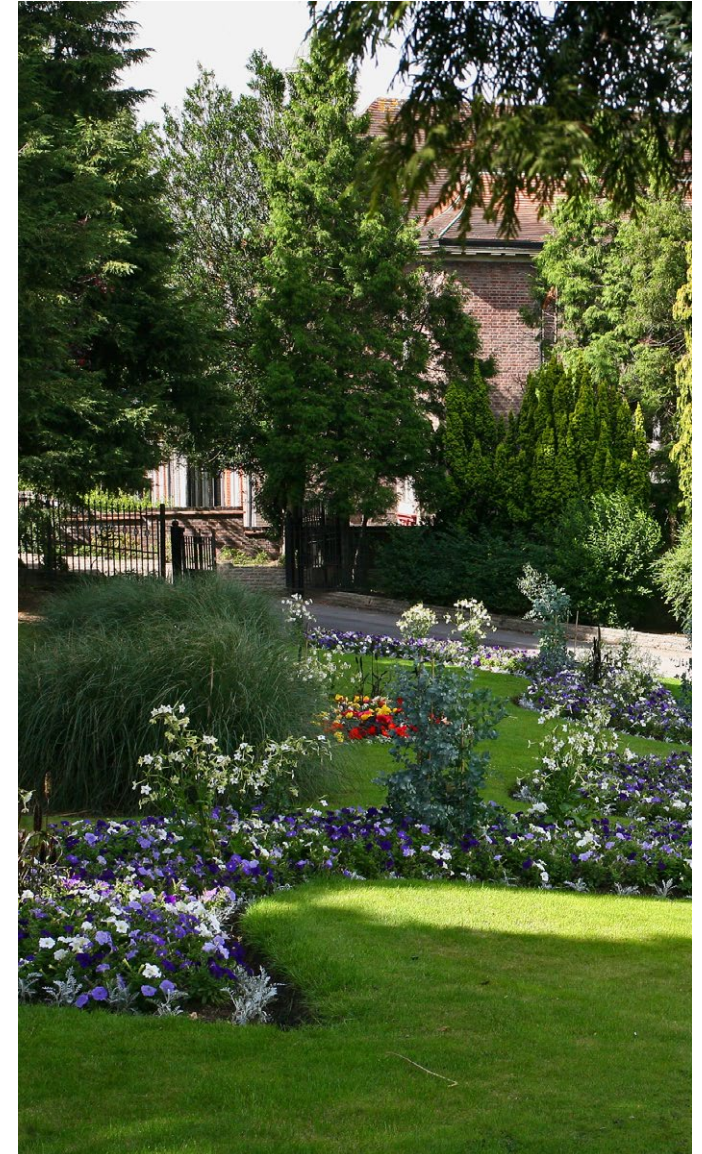
The council will seek to lead by example and will provide the necessary leadership to bring the community together to address this issue with a positive and collaborative agenda, ensuring that the carbon neutral transition is fair for all. The council will work to build on existing partnerships with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

Tackling environmental issues comprehensively

Tackling the climate 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 must be tackled in a joined-up way. The council has adopted a systemic, organisation-wide approach to tackling these interwoven environmental issues. It is through this lens that the council will seek to work most closely with all of its communities, working in tandem to tackle the issues most likely to have a positive impact on improving the environment in Brent.



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 Draft 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. Most recently, we have also held 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 over the next ten years.

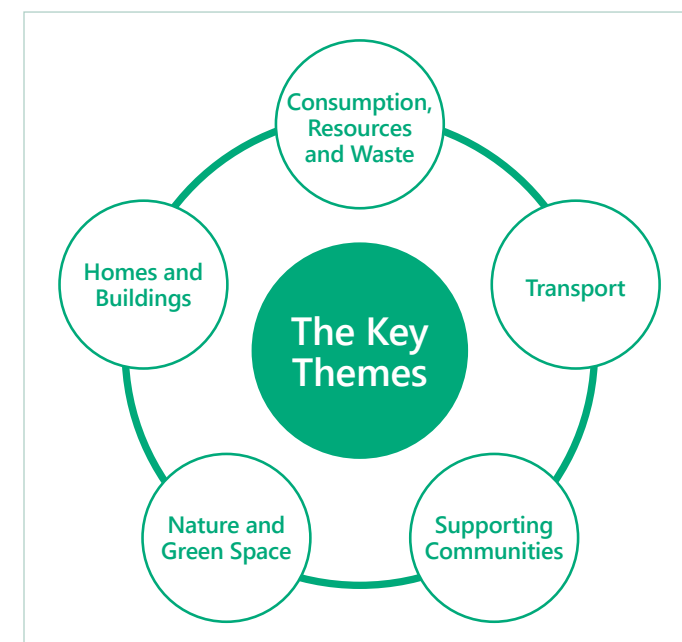
Community engagement has therefore been at the core of the development of this strategy, and will remain so in its delivery over the next decade.

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 draft 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.



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.

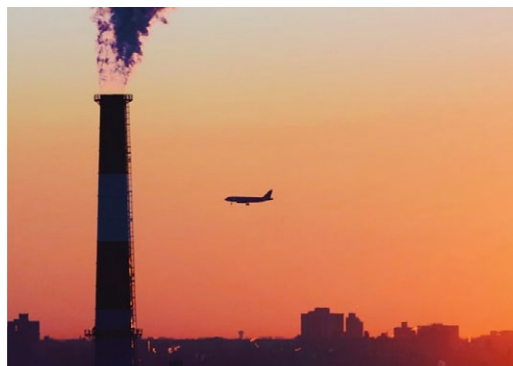
The Issue:

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. 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. For example, this could span from using less water, to flying less, from repairing your existing products (such as clothing), to wasting less food.

Greenhouse gas emissions caused by consumption and waste 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

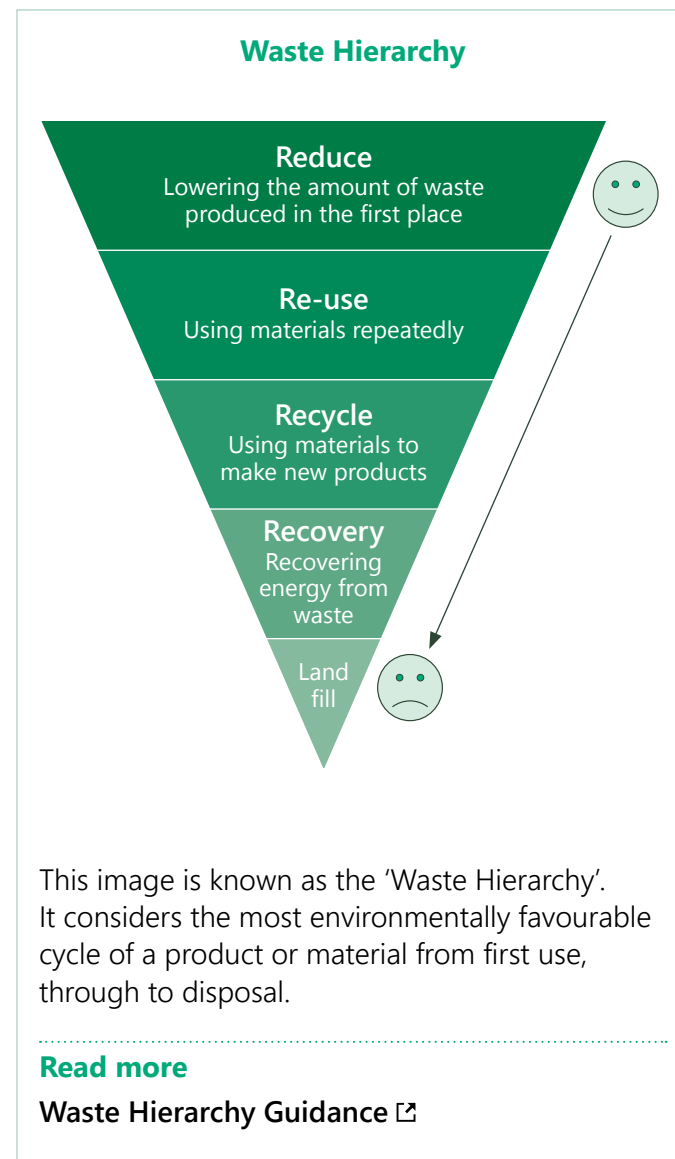
Regular communication campaigns and engagement with communities will be a crucial element of promoting a shift towards more sustainable daily behaviours. Communications will be simple, relatable and easy for anyone in the borough to understand, factoring in the array of languages and cultures that are present in Brent.

We must 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. 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. The council will also strive to lead by example through its own operations.



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 the council will continue to work closely with its 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.

The council is 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?

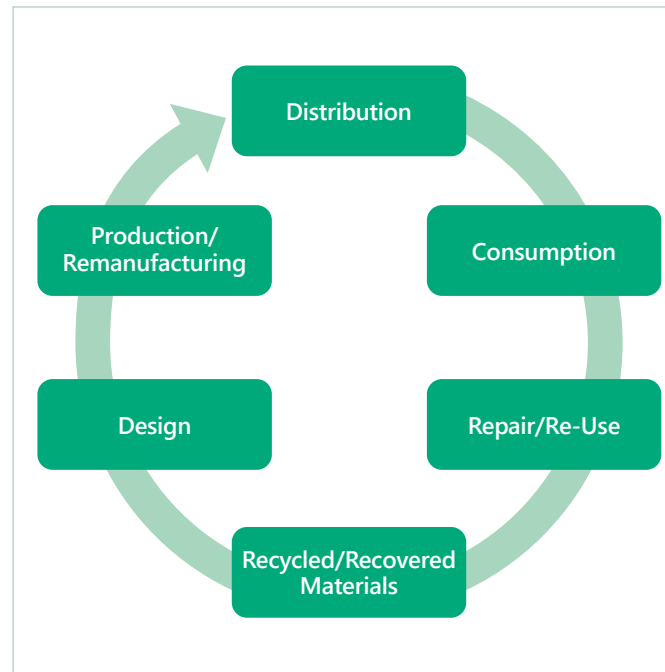
Brent residents recycle only **37%** of household waste, which is below the national average of **45%**



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 should 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 must aspire to continue to build this sector and support this economic model of operation as a key mechanism for tackling the climate emergency.



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

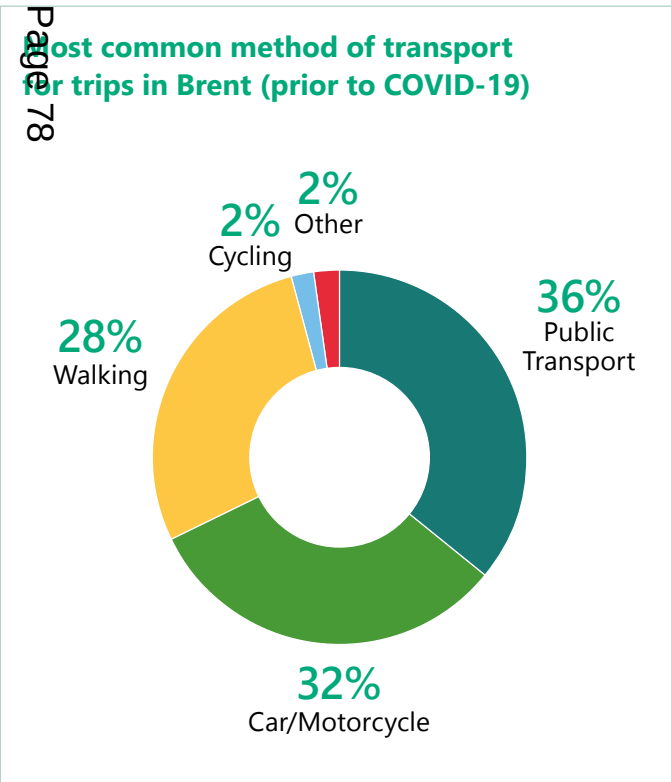
A few examples...

- 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

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.



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 emergency.

Improving the sustainability of our transport will not only help resolve the climate 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' [\[1\]](#), 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 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.

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.

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

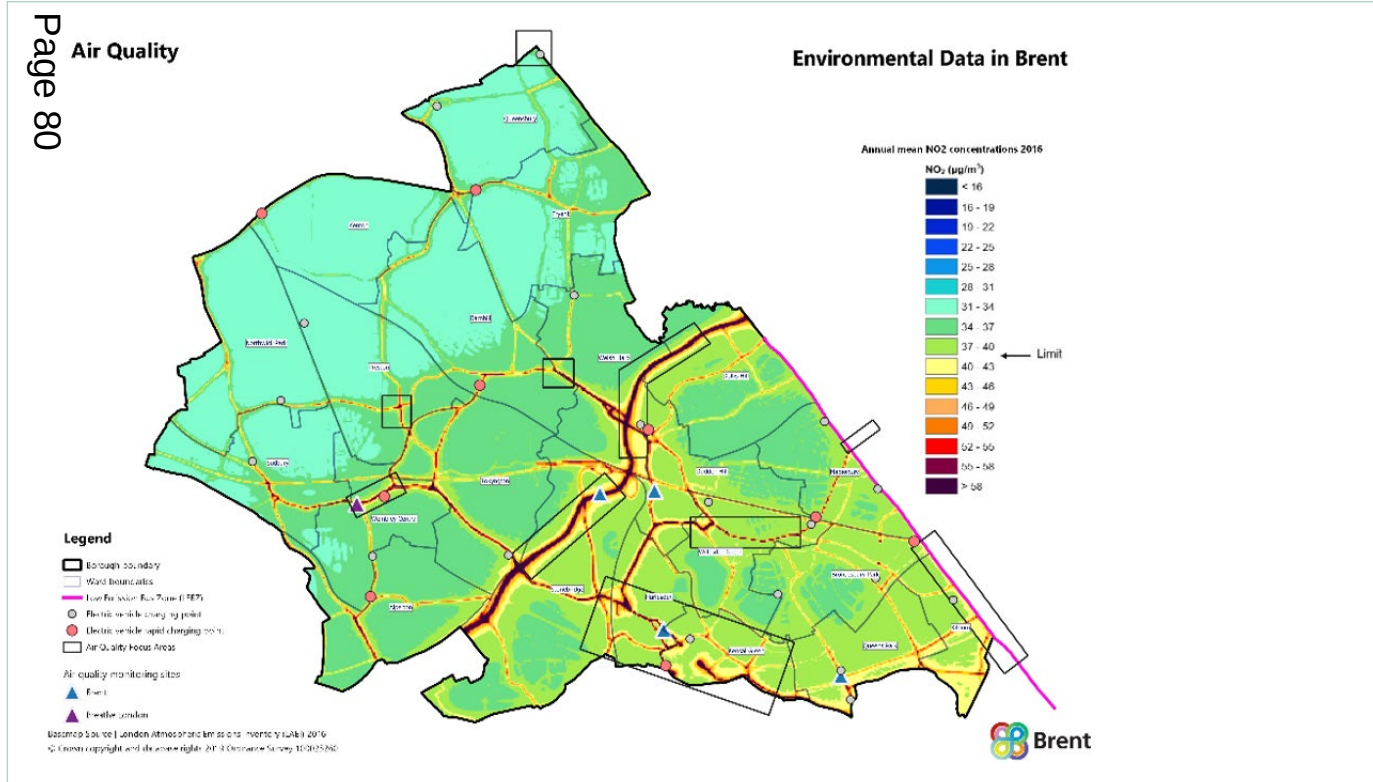
Fewer cars on the road and fewer trips means significant carbon emission reductions and cleaner air. The North Circular Road cuts through the middle of the borough and is a significant contributor of emissions and harmful pollutants every day.

The shift away from petrol and 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. Car Clubs, last-mile delivery schemes and other sustainable alternatives should be promoted as alternatives where possible.

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 already have 33 schools streets in Brent – the third highest number of all London boroughs!

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.

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.



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 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.

The council has 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 the council to continue to liaise with TfL and participate in any communication campaigns to highlight the environmental benefits to 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.

Although Brent is well served by public transport links, these links are not necessarily equitably served in terms of geography of the borough. It will also be important for the council to continue to look for opportunities at a 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 and Buildings

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.

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, sustainable considerations should be present from design through to construction to drive carbon emissions as close as possible to zero.

On homes, the council will seek to lead by example by first assessing what energy efficiency measures are most effective within our existing housing stock, and through the delivery of the New Council Home 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 will also have to play

a proactive role in tackling the climate emergency. The council will seek to encourage and support homeowners and landlords to make informed choices about energy efficiency, and signpost towards existing useful resources or funding. We will also seek to develop partnership approaches with the 60 Housing Associations in the borough who face similar challenges.

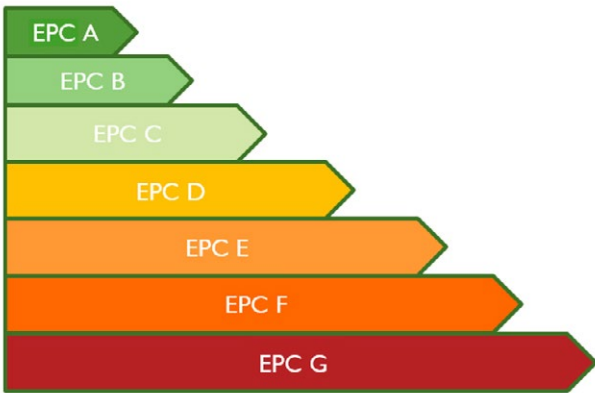
Schools, businesses and other community organisations must also collectively seek to improve energy efficiency and reduce energy demand across the borough's non-domestic buildings. The Brent Environmental Network will be a key mechanism for sharing ideas, expertise and knowledge across these sectors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

Read More

- Supporting documents:
- Brent Draft Asset Management Strategy (2020-2025)** [↗](#)
 - Brent Two Year Stock Investment Plan 2020-2020** [↗](#)

What is the significance of Energy Performance Rating C B?

Every home or building has an Energy Performance Certificate (EPC), which provides a rating on energy performance. In this draft 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 the council should 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.

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. Planning policies within the draft Local Plan (if adopted) will require that all major commercial and residential developments mitigate and adapt to climate change, specifically by being Air Quality Positive or Neutral, and by managing flood risk, on-site water management and sustainable surface water drainage.

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...

- 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

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 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 must 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 how we will seek to facilitate this, and to create a 'park mentality' of re-wilding existing land and utilising spaces innovatively to improve environmental sustainability.

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.



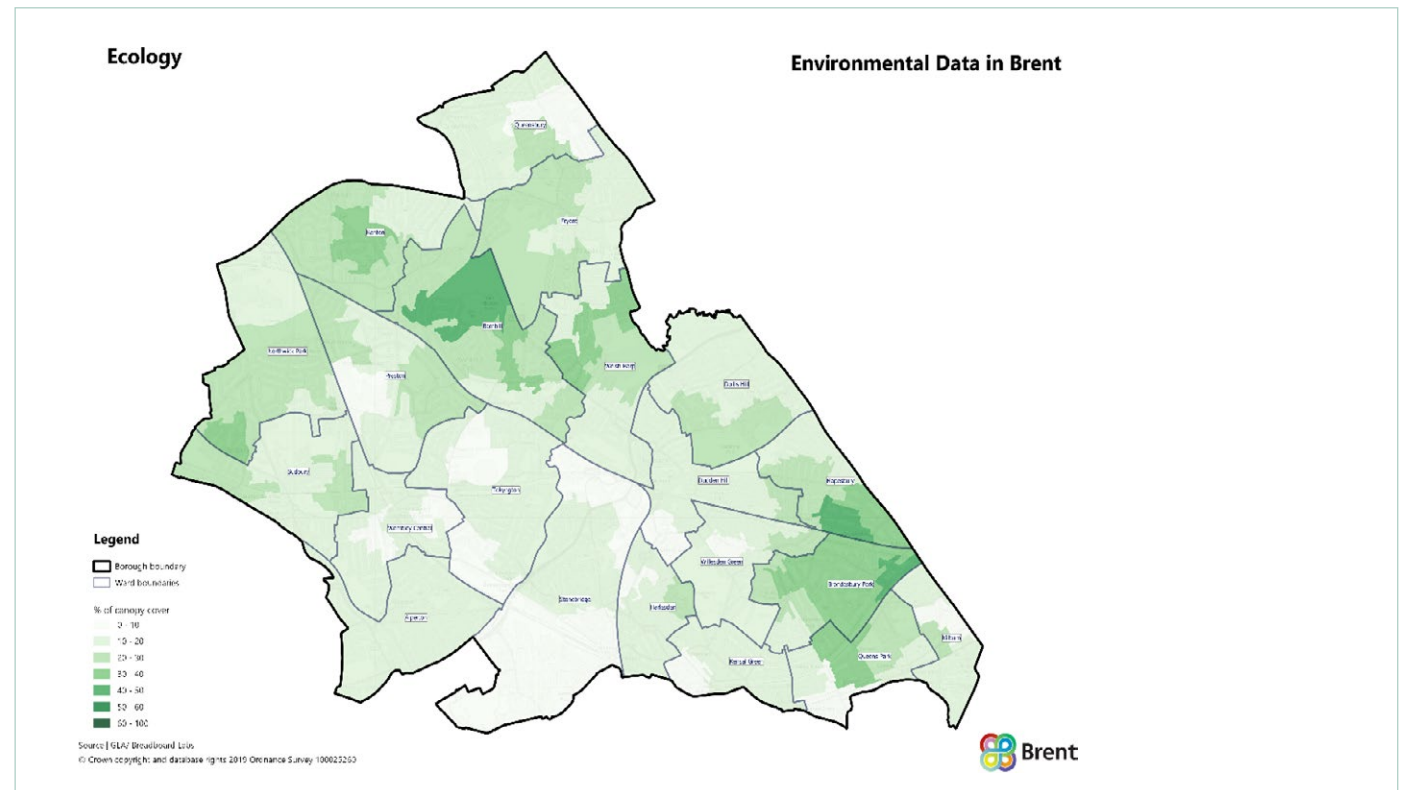
2. Green and blue (natural) Infrastructure

Trees are a significant element of our green infrastructure in Brent. Trees provide a host of environmental and health and well-being benefits, as well as offering a home and habitat for birds and insects which contribute to the functioning of a healthy local eco-system. We have a good track record of tree planting and we will aim to increase the number of trees in the future. 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 in Brent's territorial carbon emissions through tree planting 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.

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 should 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. The council will seek to continue building on positive partnership working with organisations such as Thames 21 who are an integral part of improvement works to be undertaken to our rivers in Brent going forward.



3. Climate resilience

As mentioned under theme three (Housing and Buildings) we have to act to mitigate the worst effects of the climate 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 should 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 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 emergency, and as many people as possible will be actively engaged in taking action to help the borough become carbon neutral by 2030.

Page 90



The Issue:

Tackling the climate emergency and achieving carbon neutrality 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.

The Brent Climate Assembly also posed a 'how' question to the council, on how it would work with communities to keep community voices at the heart of tackling the climate 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 the council and its communities to work together is clear, and the council will do all in its 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

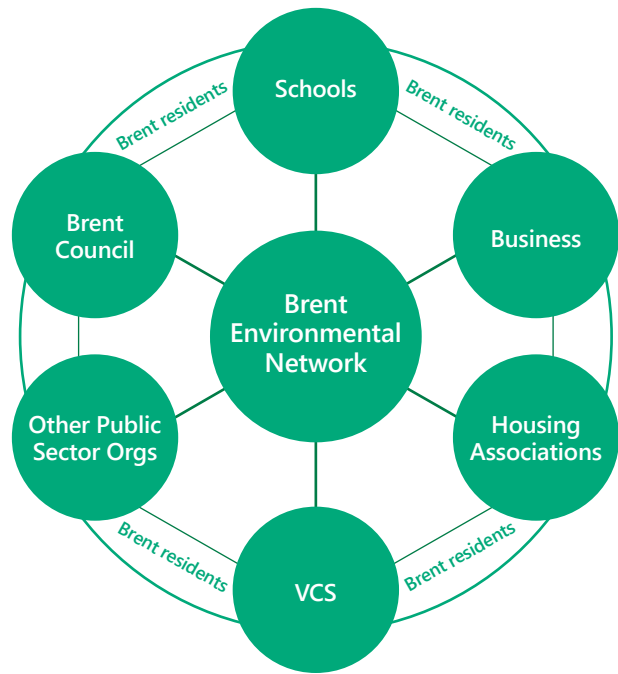
In order to achieve sustained engagement and climate action with our communities over the course of the next ten years, a comprehensive borough-wide network of residents, communities and key sectors should be established. The network is ultimately proposed to be the key overarching mechanism for sustained and ongoing engagement with communities on tackling the climate emergency and achieving the council's sustainability aims for the borough. In the first year delivery of this strategy, the council will begin developing this network to be as 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 of the council initially will be to put the building blocks in place for it to succeed and become self-sustaining.

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.

It should be emphasised that 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.

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.

Voluntary and community Sector (VCS)

Brent has just under 900 different voluntary and community sector organisations which should 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

The Council is 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 the Council's 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.

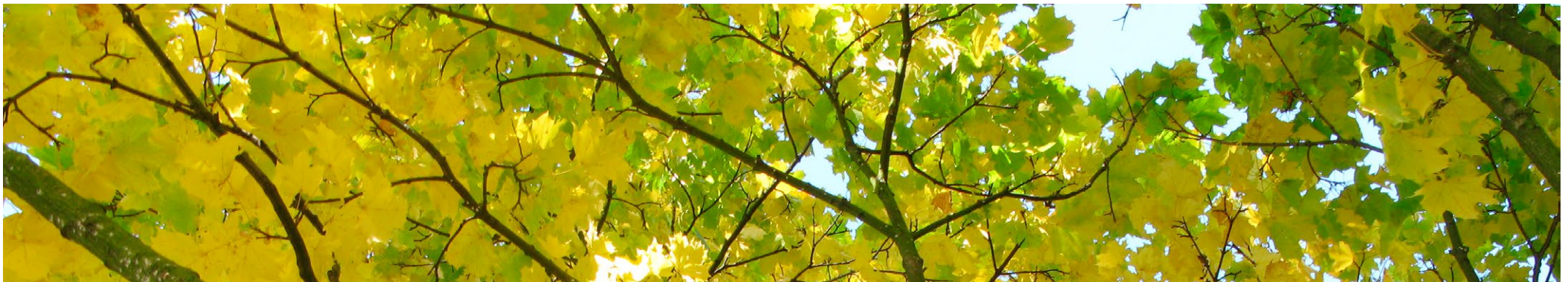
Given that the offset fund is explicitly ringfenced for carbon reduction activity, it is extremely important that it is utilised carefully and for maximum benefit. As well as achieving reductions in carbon emissions, carbon offset projects should demonstrate cost effectiveness over the project's lifetime, 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



Draft First Year Delivery Plan 2021-2022



Draft First Year Delivery Plan 2021-2022

Due to the long-term nature of the Climate Emergency Strategy, and the current financial climate following the COVID-19 pandemic, the document it does not contain a detailed action plan for the next ten years.

It 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 the Council has assessed that it is currently able to commit to. It is not necessarily limited to these actions should further 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.



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 (<i>blocks of over 8 people with communal bins</i>), and through textile and electronic goods reuse and recycling initiatives.	R&E05	Regeneration and Environment	Funded by the West London West Authority
We will develop and implement a plan for greater recycling opportunities in all primary and secondary 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	No material financial implications. Cost can be contained within existing budgets in R&E
We will create the conditions for zero/low carbon technology and the circular economy by utilising the OPDC Local Plan to encourage intensification of industrial floor space including start-up and move-on space, with the ability to cluster near to the Research and Development hub of Imperial at White City.	R&E09	Regeneration and Environment	No material financial implications. Cost can be contained within existing budgets in R&E
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 R&E
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 deliver active travel measures including our Healthy Neighbourhoods (low traffic neighbourhoods) and school streets schemes, subject to available funding.	R&E01	Regeneration & Environment	Transport Delivery Plan whole plan cost £2.3m. Utilise TfL Local Implementation Plan funding to continue to deliver schemes that support active travel/healthy streets. Funding is secured from TfL for Low Traffic Neighbourhoods
We will continuing our Electric Vehicle charge point programme, and deliver: 65 new lamp column charge points 200-in kerb charge points (trial) 6 Source London charge points.	R&E02	Regeneration and Environment	Expected to cost £200,000 and is funded from London Councils/OLEV
We will deliver 47 bike hangars (282 spaces), plus 60 more cycle stand parking points, positioned near transport hubs, cycle routes and schools.	R&E03	Regeneration and Environment	Expected to cost £200,000 and is funded from TfL/s106
We will purchase two cargo bikes for council use, and engage with businesses to promote the benefits to sustainability of use of cargo bikes in day-to-day operations.	R&E04	Regeneration and Environment	Expected to cost £6,000 and is funded from TfL/other sources
We will work with schools to develop sustainable travel plans for all primary and secondary schools across our borough.	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 develop a plan for the council to achieve net zero carbon emissions from the council's 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 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 NCIL will fund the upfront costs of planting trees and maintenance for the first three years.
We will develop a Green Infrastructure Vision for Brent for 2030.	R&E06	Regeneration and Environment	Initial development of vision will be contained within R&E 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 R&E.

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, including from transport, energy use, and land 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.

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 

This page is intentionally left blank

EQUALITY ANALYSIS (EA)

POLICY/PROPOSAL:	Draft Brent Climate Emergency Strategy (2021-2030)
DEPARTMENT:	Assistant Chief Executive's
TEAM:	Climate Emergency Strategy
LEAD OFFICER:	Tom Welsh/Oliver Myers
DATE:	28/10/2020

NB: Please ensure you have read the accompanying EA guidance and instructions in full.

SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

This draft strategy outlines the key environmental issues facing Brent and sets out the actions that the Council will take over the next 10 years to tackle the climate emergency. The strategy aims to achieve carbon neutrality by 2030. The draft strategy also outlines the need to implement measures which allow Brent, and its residents, to adapt to the effects of climate change and global heating.

We are already feeling the effects of global heating. Estimates suggest that human activities have caused approximately 1C of global heating above pre-industrial levels (IPCC, 2018). However, by limiting global warming to 1.5C, we can avoid the most severe effects: risks to our health, livelihoods, food security, water supply, economic growth, and ecosystems. This will require step changes in the scale and ambition of our emissions reduction. By taking decisive action now, we have the opportunity to limit its impact on the borough's most vulnerable groups.

The majority of local authorities, including most London Boroughs, have declared a climate emergency. As well as reducing the risks from the warming climate, action to tackle climate change has the potential to bring positive change for the local community on many of the issues that matter most to people such as cleaner air, greener spaces, warmer homes, healthier travel and a thriving local economy. Improving the health of all through climate action also has the potential to bring significant savings to NHS budgets both now and significantly in years to come.

Five key themes have been developed in accordance with the priority actions suggested by the Brent Climate Assembly, a group of 53 residents who were selected to be representative of the borough in terms of age, gender, ethnicity, socio-economic group and locality. The question that was considered by the assembly was: *'How can we work together to limit climate change and its impact while protecting our environment, our health and our wellbeing? Consider the Council, businesses and organisations, individuals.'*

The five key themes to focus the energies of the borough on achieving carbon neutrality within this strategy are:

- **Theme 1 – Consumption, Resources and Waste**
- **Theme 2 – Transport**
- **Theme 3 – Homes and Buildings**
- **Theme 4 – Nature & Green Space**
- **Theme 5 – Supporting Communities**

2. Who may be affected by this policy or proposal?

The strategy will affect everyone who lives, works and studies within the borough of Brent, as well as those who visit the borough.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Yes - the climate emergency will impact every individual, on a local, national, and international scale. However, some individuals will be disproportionately affected by its consequences. Actions to mitigate the effects of extreme weather events, changes in average outdoor temperatures, and actions to reduce housing and road transport emissions are the most pertinent to issues of equality. The Council will do everything possible to minimise the negative effects of global heating, to reduce the potentially unequal impact it could have on certain groups.

The protected characteristics of age, disability, and race are particularly relevant for this strategy. As detailed below, young children, older people, BAME communities, and those with mental or physical disabilities are disproportionately negatively affected by the adverse effects of climate change. Therefore, actions designed to mitigate these effects will help to minimise the disadvantages experienced by individuals with these characteristics.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age	X		
Sex		X	
Race	X		
Disability *	X		X
Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity	X		
Marriage		X	

* There is potential for people with disabilities to be both positively and negatively impacted by climate action policies

5. Please complete **each row** of the checklist with an “X”.

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?	X	
Does the policy or proposal relate to an area with known inequalities?	X	
Would the policy or proposal change or remove services used by vulnerable groups of people?		X
Has the potential for negative or positive equality impacts been identified with this policy or proposal?	X	
If you have answered YES to ANY of the above, then proceed to section B. If you have answered NO to ALL of the above, then proceed straight to section D.		

SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis.
If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

Information gathered from Brent residents at the Brent Climate Assembly was used to inform the strategy. The Climate Assembly took place at Brent Civic Centre over three Saturdays in November and December 2019. In total, 53 people attended all three meetings. Members were recruited using randomised recruitment methods to reflect the local population in terms of age, gender, ethnicity, socio-economic group, and locality.

Research on the impact of global heating and air pollution on certain groups has been considered. Guidance from the website Climate Just was also used, to understand the differential impact of global heating on different demographics. This is an information tool, produced predominantly by the University of Manchester, to help with the delivery of equitable responses to the climate crisis on a local level.

The 'Diversity in Brent' report, published by the Council, was used to understand the diversity of Brent's residents, and the proportion of those with protected characteristics. Equality analyses for similar climate emergency published by other local authorities have been taken into account.

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

AGE	
Details of impacts identified	The Climate Just web tool outlines that young children and babies and older people experience disproportionate health effects from climate-related extreme weather events, particularly hot weather. Young children are more likely to over-heat as they sweat less, and are less able to adapt their own clothing and behaviour. Many excess deaths during heatwaves are among older people; their temperature regulation processes are less efficient, making them less able to cope with extremes of temperature. Older people may also be more likely to experience effects such as dehydration and the worsening of existing health problems during heatwaves. The strategy aims to reduce both greenhouse gas emissions from consumption, and territorial carbon emissions in the borough which will help to slow global heating and thus reduces the likelihood of temperature extremes. Educating individuals on how to cope with temperature extremes will also help to reduce the unequal impact of these events on certain age groups. Ensuring that buildings and homes are adapted to future climate risk is identified as a key element to this.
	Research also suggests that high air pollution may be linked to increased risk of dementia. If this is the case, reducing air pollution could reduce risk of dementia, a disease which predominantly affects older people. Theme 2 in particular focus on tackling the noxious gases produced by transport, and promoting active and sustainable modes of travel accordingly.
	There are significant physical and mental health risks from air pollution in the borough. Children are particularly impacted, as their lungs are still developing and they breathe more rapidly than adults. Children exposed to high levels of air pollution over a long period may be at increased risk of asthma, coughs, and of developing lung cancer in adulthood. In children with existing asthma, high levels of air pollution are linked to increased asthma attacks. Several actions included in the strategy aim to reduce air pollution within theme two. Actions to reduce air pollution near schools would help to reduce the negative health effects experienced by young people. In Brent, it is estimated that 6.6% of mortality in those aged 30+ is attributable to particulate air pollution.
DISABILITY	
Details of impacts identified	In Brent, 1 in 7 individuals say their day-to-day activities are limited by a disability. During extreme weather events, such as heatwaves or flooding, people with existing physical or mental health problems are likely to be disproportionately affected. These groups may have a lower ability to take action due to physical constraints, or a lower awareness of their circumstances and how to take action.

	Some medications affect the body's ability to sweat or perform temperature regulatory functions; individuals taking these medications will be more susceptible to the effects of heat. Individuals with mental health issues may be less likely to take effective precautions against extreme weather events, and may be less likely to know what to do in response. The strategy aims to reduce greenhouse gas emissions, which help to slow global heating and thus reduces the likelihood of temperature extremes. The strategy sets out aims to promote active travel, in line with the Mayor's target of 80% of journeys in London taking place by walking, cycling, or public transport by 2041. Actions to incentivise active travel may have a negative impact on individuals with a disability, who may be less able to travel by walking or cycling. Not all public transport options are fully accessible for disabled individuals. Information campaigns, community engagement strategies, and emergency planning aimed at the public may be less accessible for individuals with sensory impairments or learning disabilities.
RACE	
Details of impacts identified	Data from the 2011 census suggests that Brent is the second most diverse local authority, with 63.7% of residents from a BAME background. Research suggests that particulate air pollution in the UK is concentrated in the poorest 20% neighbourhoods in England, and in areas with greater ethnic diversity (defined as those where more than 20% of the population is non-white). Several actions included in the strategy aim to reduce air pollution. According to Natural England, the decline in urban green spaces in the UK will most severely affect BAME communities, who tend to rely more on urban green space and have less access to outdoor space at home, such as a balcony or garden, than white people. Green space is linked with a range of positive effects, including reduced impact of deprivation, increased sense of community and reduced risk of health problems like depression and lung disease. Green areas also have substantive potential benefits for improving mental and physical health. Actions to improve access, quality, and quantity of green spaces are therefore likely to have a particularly positive impact on Brent's BAME communities. 56% of Brent residents were born outside the UK, while in 1 in 5 households, English is not spoken as a first language. Information campaigns, community engagement strategies, and emergency planning aimed at the public may be less accessible for individuals whose first language is not English. This may limit the extent to which these groups can get involved in, and benefit from, these initiatives.

SEX	
Details of impacts identified	Not directly applicable
SEXUAL ORIENTATION	
Details of impacts identified	Not directly applicable
PREGANCY AND MATERNITY	
Details of impacts identified	Extremely hot weather can pose risks to pregnant people and their unborn children. Getting too hot or dehydrated can increase the risk of pregnancy complications, and may increase the likelihood of early labour. Research has found a link between exposure to air pollution in pregnant women and low birthweight babies. Black carbon particles have been found in placentas, suggesting women exposed to air pollution during pregnancy may transfer these particles to their babies.
RELIGION OR BELIEF	
Details of impacts identified	Not directly applicable
GENDER REASSIGNMENT	
Details of impacts identified	Not directly applicable
MARRIAGE & CIVIL PARTNERSHIP	
Details of impacts identified	Not directly applicable

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Participants in the Brent Climate Assembly were recruited to be as representative as possible of Brent's residents. Engagement work to date has not consulted with specific community groups, but consultation with these groups will be part of the development of the final strategy.

We also had a range of ethnicities and age groups during two recent Brent Connects on the Climate Emergency, and we were also joined by a number of members of Brent Mencap who played an active role in the breakout discussions.

5. Please detail any areas identified as requiring further data or detailed analysis.

The draft strategy will be available on the Council's consultation hub for 8 weeks following its anticipated approval at the Brent Cabinet meeting in November. This will provide a further opportunity for anyone in the borough to comment on the proposals, which will be considered ahead of a final draft strategy being adopted in spring 2021.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

This draft strategy is a long-term strategy until 2030 and the document makes clear that it will be enormously challenging for Brent to achieve carbon neutrality by 2030. All London Boroughs are facing similar challenges, but have typically opted to be more ambitious on the timeframe for carbon neutrality (2030) as compared to the government's target for the UK population as a whole (2050). The key challenges are identified which may inhibit progress towards the Council's overarching aim.

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

Impact of the strategy will be monitored annually, by comparing outcomes of key performance indicators to baseline measures.

SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

The climate emergency will affect all residents of Brent, but has the potential to have a particularly negative impact on certain groups. Age, race, and disability will impact the extent to which individuals are affected by, and able to adapt to, the effects of the climate crisis. This can be seen in the differential ability of certain groups to cope with extreme weather events. By reducing the borough's carbon emissions, the climate emergency strategy aims to slow the effects of global heating, which should mitigate the potential severity and frequency of such events if other authorities globally take similar action under global climate agreements. The draft strategy also provides an opportunity to reduce the disadvantages experienced by some groups with protected characteristics. For example, by improving access to green spaces, which is an issue which disproportionately affects BAME communities.

However, while some actions may have a positive impact for certain groups, there may be an unintended negative impact on other groups. For example, while encouraging active travel could reduce the disproportionately negative impact of air pollution on young children and BAME communities, many disabled individuals rely on car travel to get around. The negative consequences outlined above could be mitigated by considering how different groups would be affected by each action, and adapting accordingly.

SECTION D – RESULT

<i>Please select one of the following options. Mark with an “X”.</i>		
A	CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED	X
B	JUSTIFY AND CONTINUE THE POLICY/PROPOSAL	
C	CHANGE / ADJUST THE POLICY/PROPOSAL	
D	STOP OR ABANDON THE POLICY/PROPOSAL	

SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date
Seek to prioritise home energy efficiency improvements for homes with young children, older people, and those with physical or mental disabilities where possible	Homes which are affordable to heat and equipped to deal with temperature extremes	CWB dept	
Increase access to green space	Increased biodiversity, physical exercise, mental wellbeing	R&E Dept	
Ensure information campaigns and community engagement related to this draft strategy is available in accessible formats	Communications are available where necessary in easy-read versions, large print, and multiple languages	ACE dept	
Consider individuals with mental and physical disabilities during travel and infrastructure planning	Improved infrastructure planning which facilitates active travel in a way that is cognisant of those with mental and physical disabilities will enable the benefits of air pollution	R&E dept / CYP dept	

	improvements to be shared by all		
--	-------------------------------------	--	--

SECTION F – SIGN OFF

Please ensure this section is signed and dated.

OFFICER:	Tom Welsh/Oliver Myers 28/10/2020
REVIEWING OFFICER:	Richard Harrington 16/09/2020
HEAD OF SERVICE / Operational Director:	Shazia Hussain

This page is intentionally left blank

 Brent	Resources and Public Realm Scrutiny 1 December 2020
	Report from the Assistant Chief Executive
A Fairer Future Ending Poverty in Brent - Delivery Plans	

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

1.0 Purpose of the Report

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

2.0 Recommendations for Scrutiny

The Committee is asked to:

- 2.1 Note the delivery plans attached as Appendices 1-4.
- 2.2 To consider the delivery plans and make recommendations for consideration at Cabinet, as appropriate.

3.0 Detail

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

Each delivery plan details the financial implications, update and key milestones as well as lead directorate/s responsible for implementation of the

recommendations. These have been developed with colleagues across the council. The update/key milestones section outlines progress to date on each recommendation as well as future plans for delivery including timescales.

3.5 The pandemic has highlighted the impacts poverty has on people's lives. It has also shown how easy it is for events to put people into poverty. The immediate and longer-term impacts of the pandemic and future challenges to the national and local economies reinforce the importance of the council prioritising actions and resources on those areas that are most important for the people of Brent. Both in meeting the current situation and ensuring the recovery does not leave anyone behind, tackling poverty is a key priority for the council. Actions within the delivery plans focus on recovery.

3.6 As part of the delivery plan process and in response to recommendation F of workstream four (overview recommendations) a consultative group has been brought together with representation from elected members, local, regional and community organisations. The composition of the group is:

- Cllr Kabir
- Chris Murray – Young Brent Foundation
- Jacqueline Carr – Citizens Advice Brent
- Atara Fridler – Crisis
- Theresa McGrady – Step Up Hub
- Claudia Sumner – Child Poverty Action Group
- Paul Hunter – Smith Institute
- Greg Beales - Shelter

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

3.7 If the issues of key importance to addressing poverty in Brent, its neighbourhoods and communities are to be tackled, it will be vital to draw on the knowledge, perspectives, resources and experience of the range of individuals and organisations active in the field to:

- Provide advice in ways that can make a real contribution to addressing poverty.
- Help ensure the voices of those experiencing poverty are heard – in particular, helping the Council use its engagement channels to gain the perspectives of those in poverty or using relevant council services.
- Advise on areas related to the Commission's findings which are not a specific recommendation such as period poverty.
- Ensure the Council is informed of the latest research and thinking in the field at local, regional and national levels, sharing best practice and commissioning research into issues relevant to poverty in Brent.
- Provide a forum to discuss issues of common concern and a means of raising these with decision-makers in the council and beyond.
- Advise on delivery and progress in delivering the Poverty Commission's recommendations
- Support the Council's longer-term commitment to tackling poverty by keeping the Commission's recommendations under review and adapting or supplementing them in the light of experience.

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

- 3.8 The Consultative group seeks to address all of the above (identified in para 3.6) and will meet three times a year, advising on progress, promoting collaboration and supporting the council in the successful delivery of the recommendations. It will oversee all of the workstreams and will provide an update from its meetings to the Chief Executive and Lead Member on a regular basis.

3.9 **Working principles for the Group**

It will:

- Encourage joint working across sectoral, organisational and service boundaries to tackle the complex, multi-faceted and inter-related issues in tackling poverty.
 - Draw on group members' engagement channels to supplement the Council's own outreach by sharing feedback on the "lived experience" of poverty, identify approaches that users find particularly effective (and the opposite) and to identify and illustrate positive changes have been made based on the delivery plan.
 - Enable mutual learning, based on effective evaluation.
 - Emphasise practical steps that should be taken to address poverty in Brent.
- 3.10 It is proposed that Cabinet will monitor the implementation of the delivery plans by receiving regular updates. The Council's Scrutiny Committees will also receive an update on progress. The delivery plans underpin the vision and priorities of the Borough Plan.

4.0 Financial Implications

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

5.0 Legal Implications

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

6.0 Equality Implications

- 6.1 Brent is committed to equality, diversity and inclusion; the council is determined to be an exemplar of good practice in equality, diversity and human rights and

it is our policy to treat everyone fairly and with respect. We aim to ensure that all our current and future residents, staff and stakeholders are treated fairly and receive appropriate, accessible services, and fair and equal opportunities.

- 6.2 This commitment requires that equality considerations play a key role in our decision-making processes and that our policies are fully compliant with the duties placed on us as a public sector body by the Equality Act 2010. Our Equality Analyses (EAs) ensure that we follow through on our commitment to equality and they provide a method for clearly demonstrating the necessary legal compliance.
- 6.3 The Equality Act 2010 replaced the pre-existing anti-discrimination laws with a single Act. The legislation covers the exercise of public functions, employment and work, goods and services, premises, associations, transport and education. The act prohibits victimisation and harassment, and all of the following forms of discrimination: direct; indirect; by association; by perception; or discrimination arising from disability. When considering the Public Sector Equality Duty pursuant to section 149 of the Equality Act 2010 The Council must, in the exercise of its functions, have due regard to the need to:
- (a) eliminate discrimination, harassment and victimisation
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it,
- 6.4 The Public Sector Equality Duty covers the following nine protected characteristics: age, disability, marriage and civil partnership, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The purpose of the duty is to enquire into whether a proposed decision disproportionately affects people with a protected characteristic. In other words, the indirect discriminatory effects of a proposed decision. Due regard is the regard that is appropriate in all the circumstances.

6.5 The report and delivery plans will support Brent Council to continue to meet its public sector equality duties. Equality Impact Assessments will be completed as projects are progressed. Those already completed will be reviewed as projects move through the implementation stage.

7.0 Any Other Implications (HR, Property etc. - if necessary)

7.1 There are no other implications.

8.0 Proposed Consultation with Ward Members and Stakeholders

8.1 The Lead Member commissioned the work of the Poverty Commission and has been consulted throughout the process including in the development of the delivery plan. Ward Members were part of the Commission and feedback from stakeholders form part of the Commission's findings. Ward Members are represented on the consultative group (recommendation F – workstream four overview recommendations).

Report sign off:

Shazia Hussain

Assistant Chief Executive

This page is intentionally left blank

Appendix One - Brent Poverty Commission – Delivery Plan

Workstream One – Housing

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

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
			April 2022 (latest) - 1,000 new homes build starts. Examples include in Church End where 99 homes are being built for rent. The numbers of houses to be built are indicative and may well increase over the lifecycle of this work.	
3 Page 124	We note that Brent has undertaken a land and asset review to identify opportunities for the council or its social sector partners to provide additional social housing or to use for community or economic betterment. We recommend Brent's land and asset review is used to develop a strategy and plan to allocate and ensure these assets are utilised to assist those in greatest need, e.g. using land currently occupied by redundant garages to build age-friendly homes	As above, new housebuilding opportunities will be factored into the capital programme as the strategy is developed.	Ongoing - Already part of the council's approach and proposals. Some redundant garage sites have already been used to develop new homes and others are in the pipeline. On site – former garage/parking spaces – 62. Feasibility – To be submitted for planning – 493. With Planning – 21.	Community Wellbeing

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

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
			freedoms for properties to change uses, particularly to residential. Although the detail has yet to be announced, it is likely that reforms will reduce the council's ability to secure affordable housing and other benefits to mitigate the impacts of development or secure other objectives.	
5 Page 126	We recommend that Brent uses its company, i4B, to purchase (as well as long term leasing) PRS property on the market, including ex-Right to Buy properties, to replace the requirement for expensive temporary accommodation and to acquire shops suitable for conversion into housing to regenerate high streets.	Within existing resources.	Ongoing - The primary purpose of i4B is to deliver the housing options defined in the Temporary Accommodation reform plan. The core business of the company is as a Private Sector Landlord accepting homeless nominations from the council. Properties are let with the intention that the tenancy will be the foundation on which customers can improve their quality of life. The aim is that customers enjoy secure, affordable, and well maintained accommodation. The company has also secured 153 homes for key workers, which is an identified gap in the borough.	Customer Services and Digital

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
Page 127			The company has conducted initial appraisals on two regeneration opportunities and provided the council with a view of how the Company could help. Opportunities explored include new homes in the Wembley Housing Zone and how Brent High Streets could be strengthened through the provision of new homes. December 2020 – March 2021 - The company could work with a smaller Registered Provider or developer to capture opportunities to strengthen the Borough's high streets through selective housing interventions. i4B has contributed to a planning led paper on opportunities to strengthen high streets. Acquiring shops could be an option but needs to be financially viable.	
6	We recommend that the council conducts a whole market review of the Private Rented Sector – its scale, quality, rent levels,	Within existing resources.	Indicative timings are as follows: December 2020 - Scope discussed and agreed.	Community Wellbeing

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
Page 128	interactions with the benefits system and partner agencies – with a focus on tenants’ perspectives.		December 2020 – May 2021 – Research commissioned and undertaken to focus on key areas such as overcrowding as well as highlighting where the council could intervene to drive improvement. Sept-Dec 2021 – Revised approach implemented. The aim is to become more private rented sector “user focused” – looking at the household as a whole. In addition, the council is exploring options for a tenant focused enforcement/support service for private renters.	
7	We recommend that, following a PRS review, Brent Council creates and publicises a comprehensive enforcement strategy to raise standards, including for energy efficiency (which addresses fuel poverty)	Within existing resources.	Sept-Dec 2021 - This work will commence after the PRS review.	Community Wellbeing

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
	over the years ahead, guided by the recommendations from the recent report from Dr Julie Rugg (for Trust for London) ¹ .			
8 Page 129	The council should work with the GLA to support community and voluntary sector organisations to identify opportunities for community-led housing in Brent.	Within existing resources.	Ongoing - The housing supply and partnerships service are working with Community Led Housing to support Brent CLT (made up of community organisations in Brent.). The CLT have plans to develop a housing project led by the community to target single homeless individuals. February 2020 - The council has provisionally awarded the project land and has approved funding to the group which was agreed at the Capital Investment Panel in Feb 2020.	Community Wellbeing

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

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
			December – January 2021 - A funding agreement needs to be drawn up and then the funding can be drawn to use towards the project.	
9 Page 130	We recommend that the actions proposed in the council's review of housing adaptations be implemented as speedily as possible, with particular regard to those with disabilities living in the private rented sector.	Within existing resources.	June 2018 – The review report (Private Housing Assistance Policy) was agreed at Cabinet in June 2018. It focused on: • Enabling people to live healthier lives and reducing health inequalities. • Supporting vulnerable people and families when they need it. June 2018 – present - Policy updated and all recommendations have been implemented.	Community Wellbeing
10	We recommend that the council adopt a housing-led approach to all those presenting as homeless (single homeless people and families experiencing	Within existing resources.	The council agrees in principle that it should be adopting a housing led approach, to tackle single homelessness, and should be moving away from the large hostel type provision currently being used, toward smaller schemes. However, this will take	Community Wellbeing

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
Page 131	homelessness), including with a Housing First offer where appropriate as the default response.		some time to achieve. Work will continue in collaboration with partners to develop the approach. Ongoing - In the short term the council has already developed a Housing First Model using Rough Sleeper Initiative (RSI) grant to fund a high level of support in 6 council studio flats which, have been ring-fenced for entrenched rough sleepers. The capacity of this scheme is being doubled to 12 units in 2020/21 using RSI year 3 grant. The council has been successful in its bid for additional support to increase the capacity of the Housing First Model to 18 units in total. The bid was made to the GLA under the Rough Sleeping Accommodation Programme (RSAP). August 2020 onwards - In the medium-term the council is looking into the possibility of buying Livingstone House (one of the 2 large supported housing hostel in Brent) from the owners, Riverside, with a view to decanting the hostel and developing	

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

Appendix Two - Brent Poverty Commission – Delivery Plan

Workstream Two – Economy and Jobs

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

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
			which was presented to Cabinet on 12 October 2020. Work in this area is ongoing and reducing poverty will form a key part of implementation of current and future economic development strategies.	
12 Page 134	We are pleased that the council is introducing participatory budgeting and recommend that, with proper representation from those experiencing poverty, this should be treated as a key element of engagement and ownership of decisions at the neighbourhood level.	Within existing resources.	November – December 2020 – Promotion of participatory budgeting. January – March 2021 – Piloting of participatory budgeting with roll out later in the year.	Assistant Chief Executive
13	With the likely further decline in retail post-Covid, we recommend the council work with the GLA and central government to regenerate its high streets, support job creation and create affordable workspace,	Initially within the existing budget. Financial implications of any actions would be assessed as plans are developed.	Ongoing – The Affordable Workspace Strategy & Action Plan (AWS) were agreed at Cabinet on 7 September 2020 and are now at implementation stage. The AWS aligns with Inclusive Growth policies	Regeneration and Environment

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
Page 135	and places for community hubs, while enhancing the local environment.		to develop and support businesses, curate a strategic vision for workspaces and diversify town centres and focuses on 8 key actions for future activity. The council is participating in the High Streets recovery taskforce. Action 3 of the strategy – encourages meanwhile uses to strengthen town centres and high streets. Meanwhile uses can occupy harder to let and vacant units, with lower rents for small businesses, reduced costs for landlords, and day and night time activities to boost local footfall and spend. Examples include Cottrell House and Hackspace in the borough.	

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
Page 136			September 2020 - The council has also acquired the Picture Palace in Harlesden and the procurement was issued on the 21 September 2020 to find a suitable operator. This was a long standing vacancy in the town centre and can be utilised as an asset to support delivery of social and economic benefits locally. Also in Harlesden, NCIL and Historic England Funding as part of the Harlesden Heritage Impact Zone has been secured to bring a long vacant Bank back into use for the Refugee Support Network.	
	14	We recommend the council uses its influence to maximise the help provided by careers services for those moving from school to work, and where	Within the existing budget, with external funding secured where possible.	Ongoing - The council provides targeted support for NEET young people 14-19 (school age) and those 'at risk of NEET', delivered by

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
Page 137	appropriate, the council encourages take up of the government's "Kickstart Scheme".		Prospects. Schools also can commission Prospects to deliver a Connexions careers advice and guidance offer to their young people in school. The council uses the National Careers Service (NCS) to support those moving from school to work – this is a universal service but light touch. Brent Works provides 121 support to young people to access jobs and apprenticeships across a number of sectors. October 2020 – new Brent Works website launched which clearly sets out the support available for those moving from school to work alongside its other services. This will	

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
Page 138			include the new Government Kickstart scheme. November 2020 - A year-long campaign “Keep Brent Working” has been launched to support residents facing job losses throughout the pandemic. It includes raising awareness from residents and businesses of the support available through Brent’s council-run and free-to-use job brokerage service Brent Works. The council has adapted its packages of professional support to businesses and offers regular one to one sessions with workers and job seekers in need of support. Brent Works is working with employers to recruit 16-24 year olds	

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

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
			contract now consists of 5 contracts locally commissioned and delivered. Ongoing - Going forward the council will continue to work with the West London Alliance in procuring services.	
16 Page 140	We strongly support the Brent Black Community Action Plan and we recommend strengthening of the links with CVS and the Young Brent Foundation and others in the voluntary and community sector.	Within existing resources.	September 2020 - The workstreams and actions for the Black Community Action Plan were agreed at Cabinet on 7 September. A project co-ordinator has been recruited. Working with the VCS is a fundamental element of this activity. December 2020 - A Black Community Action Plan Summit is due to take place in December 2020.	Assistant Chief Executive
17	We recommend that the council extends its offer, to support those	Within the existing Regeneration and	From July 2020 - The council has achieved level 2 Disability Confident	Regeneration and Environment

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
Page 141	with disabilities into employment and gives more publicity to the work it is doing.	Environment budget.	accreditation. As part of this process, an action plan has been developed with a particular focus on supporting those with disabilities into employment. The Employment, Skills and Enterprise team is working with HR to ensure implementation of actions. Ongoing - The Work and Health programme focuses on those who are long term unemployed, which can include residents with learning disabilities and/or physical disabilities, creating a support framework to enable them to gain employment. The West London Alliance has commissioned the Sure Trust to undertake this work working	

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
18 Page 142			alongside Health bodies and the council. December 2020 – March 2021 – Working with communications over the next six months the Employment, Skills and Enterprise Team will raise the profile of this work including how to access this offer.	
	We recommend that the delays caused by Covid-19 to Brent's imaginative programme as the London Borough of Culture be used to give extra focus to the opportunities for engaging young people, particularly those from BAME communities, in activities that raise aspirations and improve employment prospects.	Within existing resources.	Ongoing - A pioneering online programme has been taking place since lockdown restrictions were introduced in March with events for the community and young people across the borough, including video series, podcasts and a cultural leadership programme. Projects focused on engaging young people include:	Community and Wellbeing

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
Page 143			The Blueprint Collective. A cultural leadership scheme developed by and with the young people of Brent. The Collective is giving the opportunity for young people to help deliver Brent 2020 and contribute to their community. The work has included Seen and Heard – a campaign created with the London School of Economics, asking for better public spaces for young people in London. The VICE Partnership. Across 55 weekly episodes and 3 documentary series, these podcasts are created by and with young people as part of the largest and most ambitious platform for engagement with young people ever undertaken by a London Borough. The podcasts have given a	

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
Page 144			platform for young people to debate the issues that really concern them relating to health, creativity, discrimination, racism, empowerment of women. Brent Locked In. A video series made during lockdown, hosted by members of the Blueprint Collective, exploring how Brent heroes and legends had been shaped by the borough and how they are coping in lockdown.	
19	We recommend that the council sets out clearly how it intends to work with the community and voluntary sector in tackling digital exclusion, and how it intends to ensure residents can operate online, including using digital hotspots	Within existing Digital Strategy budget.	Ongoing - Brent's digital strategy 2019-23 sets out the council's ambition to make Brent a digital place through building a borough-wide digital infrastructure providing instantaneous connectivity and developing a training and education	Customer and Digital Services

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
Page 145	created on estates and local safe spaces.		framework that nurtures digital skills and expertise, with clear pathways into high-value contemporary employment. This work is being supported by new initiatives, which respond to the increase need for digital inclusivity in the context of the Pandemic. Work is currently underway to roll out full fibre connectivity across the council's housing stock and key community spaces. Work in this area continues with the VCS, for example – Community Fibre is currently working up digital skills pilots based around the Hubs at South Kilburn and Willesden and the council has secured a full fibre broadband connection for the SUFRA foodbank. The council has also connected other	

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
Page 146			community spaces, such as some tenant meeting rooms on estates. May-July 2020 - The council has supported the VCS in the provision of laptops during Covid-19. The council's localities work and local data approach will include close working with the VCS. November – December 2020 - A successful online workshop with over 50 attendees from across the Council, VCS organisations, the NHS and Registered Providers was held in early November. This provided an overview of the research carried out as part of the Brent Switch project and shared the Council's aspiration to develop a cross-borough approach to digital exclusion through working across organisations to build a Digital Inclusion	

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
			Action Plan. A service map featuring existing services (regardless of who delivers them) is being produced as the starting point.	
20 Page 147	We recommend that Brent goes further in its efforts to encourage fair remuneration for employees by: insisting on contractors requiring their sub-contractors to pay the London Living Wage; for private sector residential and care homes to pay the LLW where the council is paying residents' fees; by considering the designation of specific locations as "Living Wage Places"; and by persuading accredited employers to address the need for flexibility in	The budget to fund this commitment has been embedded in the Medium Term Financial Strategy.	April 2020 - The council's social value and ethical policy agreed in April 2020 sets out standards of integrity and professionalism expected from the council's suppliers in their dealings and practices. January – March 2021 - Progress will be reported annually to Cabinet in March with an interim report to the Lead Member in January. December – February 2021 - For "Living Wage Places" – work in this area will need to be progressed using existing business engagement	Customer and Digital Services/Assistant Chief Executive /Regeneration and Environment

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
Page 148 21	employment with contracts that guarantee minimum hours.		mechanisms. Scoping and terms of reference work is planned to be undertaken between now and February 2021. The aim is to set an ambition to be a Living Wage Place, the council can consider how it encourages and/or incentivises (such as the existing Business Rates incentive scheme) organisations paying the living wage.	
	We recommend that Brent Council signs up to the Good Work Standard and uses its convening power to bring together anchor employers to address low paid, low hours employment contracts in Brent and to guarantee improved terms (e.g. a minimum of sixteen hours a week and the right to	Within existing resources.	December 2020 – paper completed by officers setting out approach and key milestones. December 2020 – Implementation timetable agreed.	Regeneration and Environment

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

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
Page 150			residents. This is set-out in the WLA Build and Recover Plan 2020. Ongoing - The council will also continue business development activity to support the sustainability and upscaling of the Moving on Up programme for black young men (funded by Trust for London, City Bridge Trust and NCIL), and the Forward Trust's work with ex-offenders (funded by DWP grant).	
23	We recommend that the council explores the opportunities for action to support affordable childcare provision, considering loans or grants to both providers and parents that would enable moves into employment in the aftermath of Covid-19.	Within existing resources.	Ongoing - The council is committed to supporting recovery of the early years sector and work is underway in a number of areas including: Working with Finance to widen the eligibility criteria so that more early years	CYP

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
Page 151			providers could apply for the LA discretionary grant. As a result 60 childcare providers successfully applied for this. - Ensuring payments to providers of their termly free early education funding has been made in a timely manner, moving payments forward to help with provider cash flow issues. This has already enabled a number of providers to remain sustainable. - Developing and implementing a real time tracking system for monitoring sustainability and sufficiency of childcare provision in the borough to	

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
Page 152			have an overview at ward level and enable early identification of emerging issues. • Providing tailored and bespoke support to early years providers based on individual responses to a provider survey carried out in June/July 2020. • Working with the DfE, LGA, GLA and London Councils through membership of working groups and networks, increasing their understanding of the impact of Covid-19 on Brent early years providers and seeking to ensure that appropriate	

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

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
			tailored support. This report once finalised will be used to scope work on a bespoke digital offer for those with disabilities. This will feature in the action plan to be developed with VCS organisations.	
25 Page 154	We recommend that the council uses its influence to encourage businesses to follow the lead of the council and become Disability Confident Employers.	Within existing resources.	This forms part of the action plan for gaining disability confident level 2. See Rec 17.	Regeneration and Environment

Appendix Three - Brent Poverty Commission – Delivery Plan

Workstream Three – Financial Inclusion and Welfare

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

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
Page 156			funding for the Resident Support Fund along with additional emergency support funding for the second lock down and winter period for both food and fuel. The capacity of the hubs service has been increased with three additional advisers appointed. The council will continue to keep capacity under review as well as to work with external hubs partners to ensure our services are able to respond to areas of need.	
27	We recommend that the council clarifies its local welfare assistance scheme with a designated budget, topped up with government funding including from the new hardship fund; providing support in cash rather than in kind; and relaxing the qualifying criteria of the scheme to reach those most affected by coronavirus.	Within the existing LWA budget. This has been agreed as part of the Financial Inclusion project.	November 2020 - The council has started the review of its Local Welfare Assistance scheme. February 2021 - This review will include the long term plan for the council with the recommendation as part of the budget setting process in February 2021. The	Customer and Digital Services

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
			recommendations will include new eligibility criteria. Wherever possible payments will be made directly into the relevant accounts where the debt occurred e.g. rent arrears will be paid directly into bank accounts.	
28 Page 157	We recommend that the council works with credit unions to provide low-cost loans to cut down dependence on loan sharks and other unscrupulous lenders	Within existing resources. This has been agreed as part of the Financial Inclusion project.	Ongoing – see rec 26	Customer and Digital Services
29	We recommend that programmes such as the Community Money Mentors are rolled out across the Borough.	Yes – funding sources would need to be identified.	January – February 2021 - Work will be undertaken to scope options for future delivery.	Assistant Chief Executive

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

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
	year's Council Tax immediately when arrears are encountered.		Existing council practice is to seek agreement to pay with the customer. The council does not seek a liability order in all cases of council tax arrears, but only for debtors who do not make contact or refuse to agree a payment plan.	
32 Page 159	We recommend that the council explores a further extension of the Hub model so that advice services are available at venues such as GP surgeries, and family wellbeing centres in order for people to have their issues addressed in places that they already visit and trust.	Within existing resources. Funding for the Hub model is contained within the Medium Term Financial Strategy.	Ongoing - There are 28 VCS organisations actively working through hubs. The council is continuing with plans to offer hubs services in a wider range of locations, for example food banks. It is also looking at how best to align the services provided by hubs with the services being provided by the new FWCs. It is also working with GP link workers and social prescribers to ensure referrals can be made to wider hub services.	Customer and Digital Services

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

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
Page 161			has been formed to drive work to reduce health inequalities in the short, medium and long-term. September – October 2020 – Initial meetings took place with communities in Alperton and Church End on 8 and 9 September. This engagement continues. November – March 2021 – Regular community meetings. November – March 2021 – Multidisciplinary health team introduced to “take primary care to the people”.	
34	To help bring together the many strands of council activity concerned with child poverty, we recommend the council considers an overarching strategic objective to address child poverty with measurable outcomes that	Within existing resources.	All CYP activity works towards improving outcomes including tackling child poverty. January 2021 - An overarching strategic objective will be considered as part of the borough plan refresh process.	CYP

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

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
Page 163	cost, thereby reducing excess winter deaths following Covid-19 and other respiratory illnesses.		our most vulnerable residents are living in warm and comfortable homes. Headline vision – Theme 3 – Homes and Buildings – By 2030, as many homes and buildings in the borough as possible will be more energy efficient, be powered by renewable sources and be resilient to future adverse weather events caused by climate change - and the council will do all in its gift to achieve an average rating of Energy Performance Certificate B in directly owned council stock. Warm homes: Ensuring that measures to reduce carbon emissions are affordable for vulnerable and low-income households is a key theme within the	

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
			“working together” section of the strategy. December 2020 – May 2021 – Tackling fuel poverty will also be taken into account in the review of the Private Rented Sector (see Housing workstream).	
37 Page 164	We recommend that the council supports the future sustainability of food aid agencies in the borough including by further developing community garden schemes and working with food banks, mutual aid groups and residents' associations.	Yes - This will have financial implications	January – March 2021 – A paper will be presented to CMT outlining specific proposals, including assessment of the financial implications.	Assistant Chief Executive

Appendix Four - Brent Poverty Commission – Delivery Plan

Workstream Four – Overview Recommendations

Ref	Recommendation (in bold = priority)	Financial Implications	Update and Key Milestones	Lead Directorate/s
A: Page 165	The Commission recommends that central government gives renewed consideration to the devolution of powers and resources to local government to support its multiplicity of duties highlighted by the demands – and magnificent response of councils – during and after the Covid -19 crisis.	This applies to central government. However if successful it could involve additional funding for the council. There could be a need to ensure new responsibilities are properly funded.	N/A	N/A
B:	We recommend government looks again at the distribution of resources reflected in its funding for local councils and accepts the need for change to MHCLG's grant formula.	This applies to central government. It is intended to ensure the council has the funding it needs to discharge its responsibilities given local needs and circumstances.	N/A	N/A

C:	We recommend a substantial increase in investment in social housing as a central component for the economic recovery, and the reversal of social injustices, post-Covid.	This applies to central government. However if successful it could involve additional funding for the council.	N/A	N/A
D: Page 166	We recommend that, as the major employer and the source of so much of the Borough's spending, Brent Council extends its impressive efforts to secure more and better jobs, especially for its younger citizens.	Activities to deliver this recommendation are within the existing Regeneration & Environment budget.	Ongoing - Work is underway in schools through NEETS provision. Brent Works also seeks to secure more and better jobs especially for young people and links this work with regeneration colleagues and apprenticeships schemes. November 2020 – The council has successfully applied to the Kickstart scheme to act as an intermediary. The council will work with the employer and employee to secure sustainable employment including for young people.	Regeneration and Environment

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

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

	Resources and Public Realm Scrutiny Committee 01 December 2020
	Report from Strategic Director, Regeneration & Environment
Authority to award a contract for refurbishment works at Stonebridge Annexe	

Wards Affected:	Stonebridge
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	Appendix 1 – Moderation Sheet
Background Papers:	Morland Gardens Cabinet Report 14 January 2020
Contact Officer(s): (Name, Title, Contact Details)	Joy Ogbechi, Capital Project Manager Property & Assets, Regeneration & Environment Email: joy.ogbechi@brent.gov.uk Tel: 020 8937 3386 Neil Martin, Interim Capital Programme Manager Property & Assets, Regeneration & Environment Email: neil.martin@brent.gov.uk Tel: 020 8937 4203

1.0 Purpose of the Report

1.1 This report provides an update to the committee on the refurbishment works at Stonebridge Annexe to provide a temporary location for Brent Start whilst Morland Gardens is redeveloped, ahead of the consideration by Cabinet on 7 December 2020. A report to Cabinet on 7 December 2020 requests approval to award a contract for the refurbishment works at Stonebridge Annexe as per Contract Standing Order 88.

1.2 The Cabinet will be requested to:

Approve the award of a contract for the refurbishment works at Stonebridge Annexe to Engie Regeneration UK & Ireland for £1,197,038.48, subject to the

satisfactory completion of the Judicial Review of the planning permission decision process in respect of the Morland Gardens re-development.

Note the update on the Morland Gardens redevelopment as per paragraphs 3.12 – 3.14.

2.0 Recommendation(s)

That the committee note the report.

3.0 Background

- 3.1 On 14 January 2020, Cabinet approved a number of recommendations relating to the Morland Gardens redevelopment.
- 3.2 A recommendation was made to use the former Stonebridge School Annexe building on Twybridge Way as a temporary building location for Brent Start whilst Morland Gardens was to be redeveloped. This building was identified as the priority site to accommodate Brent Start during a two-year build process based on the indicative programme provided to Cabinet in January 2020.
- 3.3 A multidisciplinary consultancy organisation was appointed to work with Brent Start to confirm their requirements for the Annexe and ensure the refurbishment works met these as well as bringing the building to an acceptable standard for the proposed short-term arrangements.
- 3.4 In accordance with Contract Standing Orders 88 and 89, pre-tender considerations were set out and approved by the Operational Director, Property & Assets on 18 May 2020. The Fusion 21 Construction and improvement framework, lot 2b Education – Internal and External Refurbishment with Build was proposed. The framework was confirmed as legally compliant and the authority to procure.
- 3.5 In accordance with the Framework's rules, all contractors on the Framework Lot were invited to express interest in the opportunity and evaluated on the basis of the contractors' financial viability, technical ability and social values. Eight contractors were invited to tender via the London Tenders Portal and this process was managed by officers in Procurement.
- 3.6 All suppliers were given an opportunity to visit the site to assist them in submitting a bid. Six bids were received by the due date of 3 July 2020.

Tender Evaluation

- 3.7 The instructions to tenderers document stated the contract would be awarded on the basis of the most economically advantageous offer to the Council based on the following evaluation criteria:
- Commercial / Price: 50%
 - Quality: 40%
 - Social Value: 10%

- 3.8 The Council's appointed technical consultants undertook a detailed evaluation of the pricing submissions. This review process included checking for any formulaic or mathematical errors and issuing queries to each bidder to clarify any qualifications or exclusions in order to ensure compliant bids were received.
- 3.9 The quality and social value components were evaluated by a panel of officers from Procurement, Property & Assets and Brent Start. Table 1 below shows the summary ITT evaluation scores of the suppliers and Appendix 1 provides a more detailed breakdown of the full tender evaluation outcome.

Supplier	Price Score %	Quality Score %	Social Value Score %	Total Score %	Ranking
Supplier 1	49.10	24.00	4.00	77.10	2
Supplier 2	47.50	23.60	4.60	75.70	3
Supplier 3	50.00	28.00	4.80	82.80	1
Supplier 4	35.68	18.00	7.00	60.68	6
Supplier 5	37.95	28.40	4.80	71.15	4
Supplier 6	39.40	25.60	4.00	69.00	5

Table 1 – Tender Evaluation Summary

- 3.10 Supplier 3 was the highest scoring bidder scoring 82.80% overall. Their quality score was 28%, their social value score was 4.80% and their pricing submission was £1,197,038.48 which scored 50%. This is within the budget assigned to the Stonebridge Annexe refurbishment works within the wider Morland Gardens budget approved by Cabinet in January 2020.

Way Forward

- 3.11 Subject to the satisfactory completion of the Judicial Review of the planning permission decision process for Morland Gardens and subsequent contract award approval for the refurbishment works to Stonebridge Annexe by Cabinet, the next step is to inform supplier 3 of their success and to draft contract documents. Officers will also inform the other five suppliers of the outcome and provide feedback on their respective bids.

Morland Gardens Update

- 3.12 On 12 August 2020, Brent's Planning Committee approved the Morland Gardens redevelopment, subject to Greater London Authority (GLA) approval. The GLA approved the application on 26 October 2020. Planning permission was then granted on 30 October 2020.

- 3.13 A Judicial Review of this decision can be made six weeks after the decision is enacted and this period will run from 02 November 2020 until 14 December 2020. Subject to the satisfactory completion of this process, officers will seek approval of the pre-tender considerations in order to procure the contractor for the Morland Gardens site redevelopment from Cabinet in January 2021.
- 3.14 Following on from the inviting of tenders and subsequent evaluation, officers will seek approval to award the contract in line with the Council's Contract Standing Orders for High Value Works Contracts.

4.0 Financial Implications

- 4.1 The Morland Gardens project budget was approved by Cabinet on 14 January 2020. The total project budget is £43m of which £1.5m was assigned for the refurbishment and decant costs for Brent Start.
- 4.2 The highest scoring supplier's contract price is £1,197,038.48 which is within the budget for this specific project work stream. Finance officers have reviewed the financial strength of the contractor and they have met the Council's minimum standards.
- 4.3 The cost of this contract will be funded from the allocated budget.

5.0 Legal Implications

EU Regulations

- 5.1 The contract falls within the definition of a 'public works contract' under the Public Contracts Regulations 2015 ('EU Regulations') but as the value of the contract is below the EU procurement threshold for works (currently £4,551,413), the procurement is not subject to the requirements of the EU Regulations. However, contracting authorities are expected to comply with the principles of the Treaty of the Functioning of the European Union of transparency, non-discrimination, fairness and equal treatment when procuring, by publishing the contract opportunity and undertaking a competitive procurement process before the contract is awarded.
- 5.2 In this case, an OJEU compliant framework agreement established pursuant to the EU Regulations was used to procure the Contract (namely, the Framework referred to in paragraph 3.4 above) and as permitted under Regulation 33(8) of the EU Regulations.

Council CSOs

- 5.3 The award of the Contract is subject to the Council's own CSOs in respect of Medium Value Contracts and Financial Regulations. In this respect, it is noted that, in satisfaction of CSO 86(e)(ii), the Council's participation in the Framework has been confirmed as legally permissible by the Director of Legal, HR, Audit & Investigations (by way of report dated 26 March 2020) and considered appropriate for use in respect of this Contract. The relevant Chief Officer (Operational Director, Property & Assets) also approved the pre-tender considerations raised in respect of this Contract as set out in CSO 89 and the

inviting of tenders for the Contract in accordance with CSO 88, and has confirmed there is sufficient budgetary provision for the Contract as required by CSO 86(e)(ii) (as provided in the report dated 18 May 2020).

Authority to Award

- 5.4 The original decision was made on August 26 2020 under powers delegated to the Strategic Director, Regeneration and Environment. The decision was called in for Scrutiny for the following reasons;

The decision should be deferred until:

1. It is certain that the proposals for 1 Morland Gardens comprised in the 1 Morland Gardens Application have received all necessary consents, including GLA consent; and
2. The legislatively required minimum of three bat emergence/re-entry surveys between May and September in one year have been undertaken, consequent assessments undertaken, the results considered and appropriate response actioned; and
3. The potential requirement of bat surveys for the Stonebridge Annexe considered and (if necessary) dealt with as above.

So that (in the case of 2 and 3 above) the Council as landowner can be certain it is not in peril of committing a criminal offence.

- 5.5 The GLA subsequently approved the scheme for Morland Gardens and Planning Consent was issued on October 30 2020. Bat Surveys will be required at Morland Gardens before the works commence on site in order to ensure no construction activity disturbs any potential bat activity on site. Surveys will be completed in line with industry guidance (Bat Conservation Trust “Bat Surveys for Professional Ecologists”). Any bat activity identified will require construction related activities to be carefully managed and licences in place before works can commence. These surveys are part of the planning conditions that will have to be satisfactorily released before works on site can commence. Ecological Surveyors have completed a bat survey at the Annexe and determined there is no bat activity on site that would prohibit the internal refurbishment works to the building. Should any bat activity be identified whilst the contractor is on site, works will stop and the contractor will seek the relevant approvals to continue work whilst protecting the bats. Colleagues in the Council’s legal service have confirmed that the process utilised complies with statute and the Conservation of Habitats and Species Regulations (2017) (as amended).
- 5.6 Despite this being a medium value works contract and Chief Officers and Operational Directors having delegated powers to award contracts of this size (paragraphs 9.5 and 9.7, Part 3 of the Constitution), officers are requesting Cabinet to approve the contract award for the refurbishment works at Stonebridge Annexe to Engie Regeneration UK & Ireland for £1,197,038.48.

Contract Terms & Conditions

- 5.7 The contract will be administered using the 2016 JCT Intermediate Building Contract with Contractor's Design with the Council's amendments.

6.0 Equality Implications

- 6.1 Members are referred to the Equalities Implications described and appended Equality Impact Assessment from the Morland Gardens Cabinet Report from January 2020.
- 6.2 Specific to the contract award for the refurbishment works at Stonebridge Annexe, Brent Start learners will need clear notice of the changes to the venue of the provision along with significant advance notice.

7.0 Staffing/Accommodation Implications

- 7.1 Clear and ongoing communication with staff will be required to ensure they understand the interim arrangements during Brent Start's time at the Annexe whilst the delivery of the new building takes place. For example, staff will need to adjust their travel to work plans.
- 7.2 The intended use of the Annexe (former school building) for adult education purposes constitutes a change of use and the Council is therefore under an obligation to advise the Secretary of State for Education of the change of use in accordance with schedule 1 of the Academy Act 2010. A letter was sent to the Department for Education (DfE) to inform them of the change of use prior to occupation and this was acknowledged.

8.0 Consultation with Ward Members and Stakeholders

- 8.1 The Lead Members for Regeneration, Property and Planning and also for Schools, Employment and Skills have agreed to the proposed process outlined within this report.
- 8.2 Ward members were advised of the Morland Gardens project progress and planning committee decision in September 2020. Further consultation will take place following the satisfactory completion of the Judicial Review of the planning permission decision process.

9.0 Social Value

- 9.1 The Council is under duty pursuant to the Public Services (Social Value) Act 2012 ("the Social Value Act") to consider how services being procured might improve the economic, social and environmental well-being of its area; how, in conducting the procurement process, the Council might act with a view to securing that improvement; and whether the Council should undertake consultation. This duty does not strictly apply to the proposed contract as it is not a services contract. Nevertheless, Officers have had regard to considerations contained in the Social Value Act in relation to the procurement.
- 9.2 Ten per cent of the evaluation criteria is assigned to evaluating the suppliers'

social value proposals. The highest scoring supplier included a number of initiatives in their bid including CV Clinic, accredited training courses, targeting BAME contractors in the local supply chain as well as community support to tackle antisocial behaviour and crime.

Report sign off:

ALAN LUNT

Strategic Director, Regeneration
and Environment

This page is intentionally left blank

Moderation Sheet - Stonebridge Annex

Quality		Weighting	Supplier 1		Supplier 2		Supplier 3		Supplier 4		Supplier 5		Supplier 6	
			Score	Result	Score	Result	Score	Result	Score	Result	Score	Result	Score	Result
1	Project Delivery & Programme	30%	3	18.00%	2	12.00%	3	18.00%	2	12.00%	4	24.00%	2	12.00%
2	Project Resources	25%	3	15.00%	4	20.00%	4	20.00%	3	15.00%	4	20.00%	4	20.00%
3	Supply Chain Management	25%	3	15.00%	3	15.00%	4	20.00%	2	10.00%	3	15.00%	4	20.00%
4	Delivery Statement	20%	3	12.00%	3	12.00%	3	12.00%	2	8.00%	3	12.00%	3	12.00%
Total out of 100%		100%	60.00%		59.00%		70.00%		45.00%		71.00%		64.00%	
Total out of 35%		40%	24.00%		23.60%		28.00%		18.00%		28.40%		25.60%	

Social Value		Weighting	Supplier 1		Supplier 2		Supplier 3		Supplier 4		Supplier 5		Supplier 6	
			Score	Result	Score	Result	Score	Result	Score	Result	Score	Result	Score	Result
1	Strong Foundations	2%	2	0.80%	4	1.60%	2	0.80%	4	1.60%	4	1.60%	2	0.80%
2	Every Opportunity to Succeed	3%	2	1.20%	2	1.20%	2	1.20%	4	2.40%	2	1.20%	2	1.20%
3	A Future Built for Everyone, an Economy Fit for All	3%	2	1.20%	2	1.20%	3	1.80%	3	1.80%	2	1.20%	2	1.20%
4	A Cleaner, More Considerate Brent	1%	2	0.40%	1	0.20%	3	0.60%	3	0.60%	1	0.20%	2	0.40%
5	A borough where we can all feel safe, secure, happy and healthy	1%	2	0.40%	2	0.40%	2	0.40%	3	0.60%	3	0.60%	2	0.40%
Total		10%	4.00%		4.60%		4.80%		7.00%		4.80%		4.00%	

Commercial		Weighting	Supplier 1	Supplier 2	Supplier 3	Supplier 4	Supplier 5	Supplier 6
8	Costs submission	50%	£1,219,038	£1,260,069	£1,197,038	£1,677,395	£1,577,205	£1,519,021
Total		50%	49.10%	47.50%	50.00%	35.68%	37.95%	39.40%

Summary		Weighting	Supplier 1	Supplier 2	Supplier 3	Supplier 4	Supplier 5	Supplier 6
Quality		40%	24.00%	23.60%	28.00%	18.00%	28.40%	25.60%
Social Value		10%	4.00%	4.60%	4.80%	7.00%	4.80%	4.00%
Commercial		50%	49.10%	47.50%	50.00%	35.68%	37.95%	39.40%
Total		100%	77.10%	75.70%	82.80%	60.68%	71.15%	69.00%

Ranking			2	3	1	6	4	5
---------	--	--	---	---	---	---	---	---

 Brent	Resources and Public Realm Scrutiny Committee 1 December 2020
	Report from the Assistant Chief Executive
The Forward Plan of Key Decisions	

Wards Affected:	All
Key or Non-Key Decision:	Non 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:	Appendix 1 – The London Borough of Brent Forward Plan of Key Decisions
Background Papers:	None.
Contact Officer(s): (Name, Title, Contact Details)	Michael Carr - Senior Policy and Scrutiny Officer michael.carr@brent.gov.uk

1.0 Purpose of the Report

The purpose of this report is to present the London Borough of Brent Forward Plan of Key Decisions for the period 1 December 2020 onwards for information and review.

2.0 Recommendation(s)

- 2.1 That the progress of the previous recommendations of the committee be noted.

3.0 Detail

- 3.1 The Forward Plan is a list of forthcoming decisions and provides at least 28 days' notice of the following:
- all decisions to be taken by the Cabinet and Cabinet Committees; and
 - key decisions taken by Council Officers and the West London Economic Prosperity Board.
- 3.2 A key decision is defined by regulations as a decision which relates to an executive function and which is likely:
- a. to result in the local authority incurring expenditure / making of savings of £500,000 or more.

- b. to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.

4.0 Financial Implications

- 4.1 There are no financial implications for the purposes of this report.

5.0 Legal Implications

- 5.1 Section 9 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012) requires that a document providing necessary information be published in relation to each key decision to be made, subject to certain general exceptions and in cases of special urgency (as set out in the Regulations).
- 5.2 In these Regulations a “key decision” means an executive decision, which is likely—
 - (a) to result in the relevant local authority incurring expenditure which is, or the making of savings which are, significant having regard to the relevant local authority’s budget for the service or function to which the decision relates; or
 - (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority. (In determining the meaning of “significant” for the purposes of paragraph (1) the local authority must have regard to any guidance for the time being issued by the Secretary of State in accordance with section 9Q of the 2000 Act (guidance)).

7.0 Equality Implications

- 7.1 There are no equality implications for the purposes of this report.

8.0 Consultation with Ward Members and Stakeholders

- 8.1 None for the purposes of this report.

Report sign off:

***Shazia Hussain –
Assistant Chief Executive***

LONDON BOROUGH OF BRENT

FORWARD PLAN OF KEY DECISIONS

for the period 1 December 2020 onwards



The Forward Plan is a list of forthcoming decisions and provides at least **28 days'** notice of the following:

- all decisions to be taken by the Cabinet and Cabinet Committees; and
- key decisions taken by Council Officers and the West London Economic Prosperity Board.

A key decision is defined by regulations as a decision which relates to an executive function and which is likely:

- a. to result in the local authority incurring expenditure / making of savings of £500,000 or more.
- b. to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.

All decisions taken by the Cabinet and Cabinet Committees and key decisions taken by Council Officers can be called-in by Councillors before they are implemented. If a decision is called-in, a Scrutiny Committee made up of non-Cabinet Members will meet to consider the decision within 15 working days of the decision being made. The original decision-maker will then take into account the recommendations of this Scrutiny Committee before choosing to either implement or change the decision. The exact date when the recommendations of the Scrutiny Committee are to be re-considered by the Cabinet, Cabinet Committee or Officer (as the case may be) can be obtained from Governance Services.

Members of the public are entitled to see the reports that will be relied on when a decision is taken unless they contain confidential or exempt information under the Local Government Act 1972. Reports will be published on the Council's website at least five clear working days before the date the decision is due to be taken. Paper copies can also be obtained from Governance Services, Brent Civic Centre, Engineers Way, Wembley, Middlesex, HA9 0FJ, telephone 020 8937 2063/1355 or via e-mail to committee@brent.gov.uk.

Should you wish to make representations regarding any matter listed or want to request that an exempt report should be considered in public, please email Governance Services at committee@brent.gov.uk or telephone 020 8937 2063/1355 at least one week before the decision is to be taken. Your representations and the Council's response will be published on the Council's website at least 5 working days before the Cabinet/ Cabinet Committee meeting or date of the scheduled Officer decision.

The current membership of the Cabinet is as follows:

[Cllr Butt](#) (Leader)

[Cllr McLennan](#) (Deputy Leader, Resources)

[Cllr Nerva](#) (Public Health, Culture & Leisure)

[Cllr Farah](#) (Adult Social Care)

[Cllr Southwood](#) (Housing and Welfare Reform)

[Cllr Tatler](#) (Regeneration, Property & Planning)

[Cllr M Patel](#) (Children's Safeguarding, Early Help and Social Care)

[Cllr Krupa Sheth](#) (Environment)

[Cllr Stephens](#) (Schools, Employment & Skills)

[Cllr Knight](#) (Community Safety & Engagement)

Publication Date: November 2020

email: committee@brent.gov.uk
Tel: 020 8937 2063/1355

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
August 2020					
Recommissioning the Advice, Infrastructure, Healthwatch and NHS independent Advocacy Contracts To request approval for the retender of the Brent Healthwatch contract. KEY Report: Part exempt	Assistant Chief Executive	Assistant Chief Executive	Lead Member for Community Safety & Engagement (Councillor Promise Knight)	Not before 17 Aug 2020	Head of Strategy and Partnerships Tel: 020 8937 1045 pascoe.sawyers@brent.gov.uk , Partnership and Engagement Manager, Strategy and Partnerships Tel: 020 8937 1133 Julia.Mlambo@brent.gov.uk
October 2020					
Dudden Hill Lane Community Centre Redevelopment Approval to appoint Willmott Dixon to deliver PCSA2 and Enabling Works KEY Report: Part exempt	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	12 Oct 2020	Project Manager, Property Tel: 020 8937 1722 tanveer.ghani@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
Learie Constantine Centre Redevelopment Approval to appoint Willmott Dixon to deliver PCSA2 and Enabling Works KEY Report: Part exempt	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	12 Oct 2020	Project Manager, Property Tel: 020 8937 1722 tanveer.ghani@brent.gov.uk
New Council Homes Programme – Appoint Contractor for Infill Sites (Pharamond and Longley Avenue) Authority to appoint a contractor for building 11 new homes across the following sites: • Longley Avenue • Pharamond KEY Report: Part exempt	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	14 Oct 2020	Project Manager, Property Tel: 020 8937 1722 tanveer.ghani@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
New Council Homes Programme – Appoint Contractor for Infill Sites (Aneurin Bevan Court and Sycamore Grove) Authority to appoint a contractor for building 10 new homes across the following sites: • Aneurin Bevan Court • Sycamore Grove KEY Report: Part exempt	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	14 Oct 2020	Project Manager, Property Tel: 020 8937 1722 tanveer.ghani@brent.gov.uk
New Council Homes Programme – Contractor Procurement for Infill Sites (Pharamond and Longley Avenue) Authority to tender for the procurement of a contractor to build 11 new homes across the following sites: • Longley Avenue • Pharamond KEY Report: Open	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	14 Oct 2020	Project Manager, Property Tel: 020 8937 1722 tanveer.ghani@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
New Council Homes Programme – Contractor Procurement for Infill Sites (Aneurin Bevan Court and Sycamore Grove) Authority to tender for the procurement of a contractor to build 10 new homes across the following sites: • Aneurin Bevan Court • Sycamore Grove KEY Report: Open	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	14 Oct 2020	Project Manager, Property Tel: 020 8937 1722 tanveer.ghani@brent.gov.uk
Approval to procure Brent Integrated Technology enabled care service To seek approval to procure Brent Integrated Technology enabled care service KEY Report: Part exempt	Strategic Director - Community Well-being	Strategic Director - Community Well-being	Lead Member for Adult Social Care (Councillor Harbi Farah)	Not before 22 Oct 2020	Operational Director, Adult Social Care Tel: 020 8937 6168 helen.woodland@brent.gov.uk
November 2020					

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
Variation of long stop date in respect of Community Asset Transfer at Tenterden Pavilion & Sports Ground, Preston Road HA3 0QQ Cabinet to delegate authority to the Strategic Director of Regeneration and Environment to negotiate and agree terms for a variation to the Agreement to Lease Longstop date. Non-Key Decision Report: Part exempt	Cabinet	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	9 Nov 2020	Property and Projects Tel: 020 8937 2529 denish.patel@brent.gov.uk
School Place Planning Strategy 2019-23 Refresh To consider an update to the School Place Planning Strategy 2019 - 2023 that was approved by Cabinet in November 2018 KEY Report: Open	Cabinet	Strategic Director - Children and Young People	Lead Member for Schools, Employment & Skills (Councillor Thomas Stephens)	9 Nov 2020	Operational Director, Safeguarding, Partnerships & Strategy Tel: 020 8937 4173 Brian.Grady@brent.gov.uk
Commercial Trading Company To authorise the making of arrangements for the establishment of a trading company. KEY Report: Part exempt	Cabinet	Strategic Director - Regeneration and Environment	Lead Member for Environment (Councillor Krupa Sheth)	9 Nov 2020	Environmental Health Manager Tel: 020 8937 2389 darren.hale@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
South Kilburn Regeneration Programme – making of compulsory purchase order Cabinet to delegate authority to the Strategic Director of Regeneration and Environment to proceed with the making and implementation of a CPO for each phase of the Scheme as necessary and agree details of shared equity/ownership schemes. KEY Report: Part exempt	Cabinet	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	9 Nov 2020	Property and Projects Tel: 020 8937 2529 denish.patel@brent.gov.uk
Northwick Park, One Public Estate – Update, Infrastructure Collaboration Agreement and Spine Road Construction Cabinet to delegate authority to the Strategic Director of Regeneration and Environment to negotiate and enter into an infrastructure delivery agreement with the other OPE partners, and to tender and procure the road construction project on behalf of the OPE partners. KEY Report: Part exempt	Cabinet	Strategic Director - Regeneration and Environment	Lead Member for Environment (Councillor Krupa Sheth), Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	9 Nov 2020	Director of Property & Assets Tel: 020 8937 5025 nick.ljustina@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
Draft Brent Climate Emergency Strategy (2021-2030) To approve the Draft Climate Emergency Strategy to be issued for public consultation. KEY Report: Open	Cabinet	Assistant Chief Executive	Lead Member for Environment (Councillor Krupa Sheth)	9 Nov 2020	Head of Environmental Strategy & Commissioning Tel: 020 8937 5323 oliver.myers@brent.gov.uk , Climate Emergency Strategy Manager tom.welsh@brent.gov.uk
Highways Services interim contract arrangements Approval of Highways Services interim contract arrangements for a period of two years (2021/22 to 2022/23) KEY Report: Part exempt	Lead Member for Environment	Strategic Director - Regeneration and Environment	Lead Member for Environment (Councillor Krupa Sheth)	Not before 9 Nov 2020	Head of Environmental Strategy & Commissioning Tel: 020 8937 5323 oliver.myers@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
HAStec Ltd t/a CM2000 award Approval for the use of the ESPO Electronic Homecare Monitoring Scheduling Solutions (Framework 394) to direct award in respect of an electronic care monitoring system for external providers of Homecare to HAStec Ltd t/a CM2000 KEY Report: Part exempt	Operational Director - Adult Social Care	Operational Director - Adult Social Care	Lead Member for Adult Social Care (Councillor Harbi Farah)	20 Nov 2020	Market Oversight Manager Tel: 020 8937 4132 edwin.mensah@brent.gov.uk
Kensal Corridor Improvements To award a contract for the delivery of highway works – Kensal Corridor Improvements KEY Report: Part exempt	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Environment (Councillor Krupa Sheth)	9 Nov 2020	Projects Development Manager, Highways and Infrastructure Tel: 020 8937 5113 sandor.fazekas@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
Parking Penalty Charge Notices: Borough-Wide Banding To consider the outcome of the non-statutory consultation in relation to moving all Brent parking Penalty Charge Notices to the higher Band 'A' penalty rates and apply to the Transport and Environment Committee of London Councils to seek approval to implement the proposed change. KEY Report: Open	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Environment (Councillor Krupa Sheth)	20 Nov 2020	Parking Policy Manager Tel: 020 8937 5105 anthony.vartanian@brent.gov.uk, Parking Policy Manager
Authority to tender for a Design Lead Multi-Disciplinary Team to support the New Council Homes Programme (NCHP) Approval to tender for the procurement of a Design Lead Multi-Disciplinary to progress planning applications for up to 12 feasibility sites included in the New Council Homes Programme. KEY Report: Open	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	27 Nov 2020	Project Manager, Property Tel: 020 8937 1722 tanveer.ghani@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
Award of LD services at 127 & 129 Harrowdene Rd The Council have been out to tender to provide a Learning Disability service across 10 units at 127 & 129 Harrowdene Road. The tender process has now been completed and we wish to award the tender to the successful provider KEY Report: Part exempt	Strategic Director - Community Well-being	Strategic Director - Community Well-being	Lead Member for Adult Social Care (Councillor Harbi Farah)	Not before 10 Nov 2020	Interim Commissioning Manager Tel: 020 8937 4162 Lorraine.Regan@brent.gov.uk
Award of 6 Supported Living Services The Council have tendered for the following 6 Supported Living services across the borough 12 x Learning Disability 2x PMLD 1x Mental Health 1x Dual Diagnostic As the tender process will have been completed the Council wish to Award the contracts to the successful providers. KEY Report: Part exempt	Strategic Director - Community Well-being	Strategic Director - Community Well-being	Lead Member for Adult Social Care (Councillor Harbi Farah)	30 Nov 2020	Interim Commissioning Manager Tel: 020 8937 4162 Lorraine.Regan@brent.gov.uk
December 2020					

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
Recommissioning of Housing Related Support Services To seek approval to tender for Housing Related Support services. KEY Report: Part exempt	Cabinet	Strategic Director - Community Well-being	Lead Member for Adult Social Care (Councillor Harbi Farah)	7 Dec 2020	Interim Commissioning Manager Tel: 020 8937 4162 Lorraine.Regan@brent.gov.uk
Draft Budget 2021/22 The purpose of this report is to set out the Council's budget proposals for 2021/22 and beyond. KEY Report: Open	Cabinet	Director of Finance	Deputy Leader (Councillor Margaret McLennan)	7 Dec 2020	Director of Finance Tel: 020 8937 4043 minesh.patel@brent.gov.uk
Nail Programme Update & Funding To seek cabinets approval for additional funds to continue to deliver supported living accommodation for small specialised cohorts of clients. KEY Report: Open	Cabinet	Operational Director - Adult Social Care	Lead Member for Adult Social Care (Councillor Harbi Farah)	7 Dec 2020	Commercial Manager, Housing Tel: 020 8937 3353 paul.schafer@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
Authority to enter into a contract with Capital Letters To request approval to enter into a contract with Capital Letters and to agree the terms of the contract. The agreement outlines the terms for the provision of accommodation for homeless households. KEY Report: Part exempt	Cabinet	Strategic Director - Community Well-being	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	7 Dec 2020	Housing Needs Service Tel: 020 8937 2076 saleema.nuraney@brent.gov.uk
Recommendations from Resources & Public Realm Scrutiny Committee - Violence Against Women Task Group To receive and consider the recommendations from the Resources & Public Realm Scrutiny Violence Against Women Task Group Non-Key Decision Report: Open	Cabinet	Assistant Chief Executive	Lead Member for Community Safety & Engagement (Councillor Promise Knight)	7 Dec 2020	Assistant Chief Executive Shazia.Hussain@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
National Non-Domestic Rates – Applications for Discretionary Rate Relief To consider applications for discretionary rate relief. KEY Report: Part exempt	Cabinet	Director of Customer Access	Deputy Leader (Councillor Margaret McLennan)	7 Dec 2020	Head of Revenues and Debt Tel: 020 8937 2307 Peter.Cosgrove@brent.gov.uk
Asset Management Strategy To consider and approve the Asset Management Strategy KEY Report: Open	Cabinet	Strategic Director - Community Well-being	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	7 Dec 2020	Operational Director Housing Tel: 020 8937 2023 Hakeem.Osinaike@brent.gov.uk
Commercial Property Rent That delegated authority is granted to the Finance Director, in consultation with the Strategic Director of Regeneration and Environment, to make rent deferral, rent reduction, rent abatement or lease re-gear decisions on commercial tenancies to effect the most appropriate commercial property solution on a case-by-case basis. KEY Report: Open	Cabinet	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	7 Dec 2020	Property and Projects Tel: 020 8937 2529 denish.patel@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
A Fairer Future Ending Poverty in Brent - Delivery Plans To note and approve the delivery plans attached as Appendices 1-4. KEY Report: Open	Cabinet	Assistant Chief Executive	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	7 Dec 2020	Senior Policy and Scrutiny Officer Tel: 020 8937 1958 Jacqueline.Barry-Purrsell@brent.gov.uk
Recommendations from Scrutiny Committees To receive any recommendations made by individual Scrutiny Committees in relation to reviews undertaken. Non-Key Decision Report: Open	Cabinet	Assistant Chief Executive	Lead Member for Community Safety & Engagement (Councillor Promise Knight)	7 Dec 2020	Assistant Chief Executive Shazia.Hussain@brent.gov.uk
Corporate Performance – Q2 2020/21 Performance Report Note the performance information contained within report Non-Key Decision Report: Open	Cabinet	Assistant Chief Executive	Deputy Leader (Councillor Margaret McLennan)	7 Dec 2020	Head of Strategy and Partnerships Tel: 020 8937 1045 pascoe.sawyers@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
Authority to award a contract for refurbishment works at Stonebridge Annexe 1. To approve the award of a contract for the refurbishment works at Stonebridge Annexe to Engie Regeneration UK & Ireland, subject to the satisfactory completion of the Judicial Review of the planning permission decision process. 2. To note the update on the Morland Gardens development. KEY Report: Part exempt	Cabinet	Strategic Director - Regeneration and Environment	Lead Member for Schools, Employment & Skills (Councillor Thomas Stephens)	7 Dec 2020	Schools Capital Programme Team Tel: 020 8937 4203 neil.martin@brent.gov.uk
Neighbourhood Community Infrastructure levy (NCIL) +100 K Project Approval to request that Cabinet approves the allocation of Neighbourhood CIL (NCIL) funds for 5 community projects from round one of the 2020/21 NCIL programme. KEY Report: Open	Cabinet	Assistant Chief Executive	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	7 Dec 2020	Partnership Funding Officer Tel: 020 8937 1170 kate.lambert@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
Brent Annual Infrastructure Funding Statement Cabinet to note the content of the report and Appendix 1 'Brent Infrastructure Funding Statement 2019/20' and approve it for publication on the Council's website by 31 December 2020. KEY Report: Open	Cabinet	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	7 Dec 2020	Spatial Planning Manager Tel: 020 8937 6473 ciara.whelehan@brent.gov.uk
Authority For A Variation Of The Public Realm Contract For Cemeteries Approval of variation KEY Report: Part exempt	Lead Member for Environment	Strategic Director - Regeneration and Environment	Lead Member for Environment (Councillor Krupa Sheth)	Before 3 Dec 2020	Environmental Health Manager Tel: 020 8937 2389 darren.hale@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
AUTHORITY TO APPROPRIATE PEEL PHASES 2, 3 & 4 AS PART OF THE PEEL PROJECT SOUTH KILBURN REGENERATION PROGRAMME To request approval to appropriate Peel Phases 2, 3 & 4 on 12/12/2020. KEY Report: Part exempt	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	11 Dec 2020	Project Officer (South Kilburn Regeneration) Radha.Hirani@brent.gov.uk
Authority to award and commence architecturally-led multidisciplinary design team work for the Masefield House, Wordsworth House and Dickens House sites (South Kilburn) Awarding the contract and approving the commencement of design team work for Masefield house, Wordsworth house and Dickens house sites (South Kilburn) KEY Report: Part exempt	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	15 Dec 2020	Senior Project Manager, Estate Regeneration Tel: 020 8937 1650 emma.sweeney@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
Daily Visitor Parking Charges and Permit Refunds To proceed to publication and notification on the amendment of the relevant Traffic Management Orders to formally link and align daily visitor permit prices to bus fares and increase the maximum refund value for all parking permits. KEY Report: Open	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Environment (Councillor Krupa Sheth)	20 Dec 2020	Parking Policy Manager Tel: 020 8937 5105 anthony.vartanian@brent.gov.uk
January 2021					

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
Authority to Commission Community Equipment Provider to i) Agree to continue with the 'Framework Contract for Community Equipment Service' with LB Barnet ii) Agree to the retender of the Community Equipment Service for a period of 3 years +1 yr + 1yr iii) Agree to award the contract to the new provider KEY Report: Part exempt	Cabinet	Operational Director - Adult Social Care	Lead Member for Adult Social Care (Councillor Harbi Farah)	12 Jan 2021	Head of Adults Services - Urgent Care, Community Wellbeing Tel: 020 8937 1323 Sunny.Mehmi@brent.gov.uk
Annual Complaint Report 2019/20 to note Brent's performance in managing and resolving complaints. Non-Key Decision Report: Open	Cabinet	Assistant Chief Executive	Deputy Leader (Councillor Margaret McLennan)	12 Jan 2021	Complaints and FOI Manager mariza.barros@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
Treasury Management Mid-Year Report 2020-21 To note the 2020/21 mid-year Treasury report, which has been reviewed by the Audit and Standards Advisory Committee, and recommend the report is forwarded to Full Council. Non-Key Decision Report: Open	Cabinet	Director of Finance	Deputy Leader (Councillor Margaret McLennan)	12 Jan 2021	Senior Finance Analyst Tel: 020 8937 5912 Amanda.Healy@brent.gov.uk
Quarter 3 Financial Report 2020/21 This report sets out the current forecast of income and expenditure against the revenue budget for 2020/21 and other key financial data. KEY Report: Open	Cabinet	Director of Finance	Deputy Leader (Councillor Margaret McLennan)	12 Jan 2021	Director of Finance Tel: 020 8937 4043 minesh.patel@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
1-8 Neville House, 1-64 Winterleys, 113-128 Carlton House, and Carlton Hall (together defined as NWCC Site) - To seek approval for an OJEU process to procure a delivery partner for comprehensive redevelopment of the NWCC Site To seek approval for an OJEU process to procure a delivery partner for comprehensive redevelopment of 1-8 Neville House, 1-64 Winterleys, 113-128 Carlton House, and Carlton Hall (together defined as NWCC Site) KEY Report: Part exempt	Cabinet	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	12 Jan 2021	Senior Project Manager, Estate Regeneration Tel: 020 8937 1621 Marie.Frederick@brent.gov.uk
New Council Homes Programme Approve and note progress in respect of the NHCP and wider delivery of affordable housing in the borough. KEY Report: Part exempt	Strategic Director - Community Well-being	Strategic Director - Community Well-being	Councillor Eleanor Southwood	12 Jan 2021	Head of Housing Partnerships Tel: 020 8937 3272 John.Magness@brent.gov.uk
February 2021					

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
Authority to award contract for the provision of hard (planned, statutory and reactive maintenance) facilities management services for Brent Council operational buildings This report concerns the future provision of a contract for the delivery of Hard Facilities Management (FM) services for Brent Council's operational buildings. This report requests authority to award the contract for the delivery of Hard FM services in accordance with the cabinet decision of 10th February 2020 delegating authority to approve the same to the Strategic Director for Regeneration & Environment for a period of 5 + 2 years. KEY Report: Part exempt	Strategic Director - Regeneration and Environment	Strategic Director - Regeneration and Environment	Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)	Before 26 Feb 2021	Facilities Portfolio Manager Tel: 020 8937 1771 Russell.Burnaby@brent.gov.uk

This page is intentionally left blank

	Resources and Public Realm Scrutiny Committee 1 December 2020
	Report from the Assistant Chief Executive
Scrutiny Recommendation Tracker	

Wards Affected:	All
Key or Non-Key Decision:	Non 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:	Appendix 1 - Scrutiny Recommendation Tracker 2019-2020
Background Papers:	None.
Contact Officer(s): (Name, Title, Contact Details)	Michael Carr - Senior Policy and Scrutiny Officer michael.carr@brent.gov.uk

1.0 Purpose of the Report

- 1.1 The purpose of this report is to present the Scrutiny Recommendation Tracker table, which tracks the progress of recommendations made by the committee.

2.0 Recommendation(s)

- 2.1 That the progress of the previous recommendations of the committee be noted.

3.0 Detail

- 3.1 In accordance with Part 4 of the Brent Council Constitution (Standing Orders of Committees) Brent Council scrutiny committees may make recommendations to the Full Council or the Cabinet with respect to any functions which are the responsibility of the executive or of any functions which are not the responsibility of the executive, or on matters which affect the borough or its inhabitants. The Community and Wellbeing Scrutiny Committee may also make recommendations to the relevant NHS bodies or relevant health service providers or Full Council.
- 3.2 Scrutiny committees may not make executive decisions and scrutiny recommendations therefore require consideration and decision by the

appropriate decision maker; usually the Cabinet, but also full Council for policy and budgetary decisions and the NHS where it is the decision maker.

- 3.3 The Scrutiny Recommendation Tracker table attached at Appendix 1 provides a summary of scrutiny recommendations made during the municipal year, so that the scrutiny committee can track the progress of the recommendations made.
- 3.4 Scrutiny recommendations include through Scrutiny Task Groups and scrutiny reports agreed by the committee, as well as other scrutiny recommendations agreed in committee.
- 3.5 The Scrutiny Recommendation Tracker table includes each scrutiny recommendation made and the date it was made, (which will be as is recorded in the committee minutes), identification of the decision maker (e.g. Cabinet), the Executive Response (the actual Cabinet decision), which may be different from the scrutiny recommendation and which will be minuted in the Cabinet minutes, the date the Executive Response/decision was made and an implementation review date.
- 3.6 The Scrutiny Recommendation Tracker enables the scrutiny committee to track whether their recommendations have been agreed, what actually was agreed (if different) and ask about any outcomes arising from the scrutiny recommendations, for example, service improvements, value for money savings and outcomes for residents.
- 3.7 If the relevant respective executive decisions and actions have been implemented, they will not be referred over to the scrutiny recommendation tracker report for the next municipal year, but that any that have not been implemented may be referred to the scrutiny recommendation tracker for the next committee cycle.

4.0 Procedure for Recommendations from Scrutiny Committees

- 4.1 Where scrutiny committees make reports or recommendations to the Cabinet, as soon as this has been confirmed, these will be referred to the Cabinet requesting an Executive Response and the issue will be published on the Council's Forward Plan. This will instigate the preparation of a report to Cabinet and the necessary consideration of the response, the technical feasibility, financial implications, legal implications and equalities implications etc.
- 4.2 Where scrutiny committees make reports or recommendations to full Council (e.g. in the case of policy and budgetary decisions), the same process will be followed, with a report to Cabinet to agree its Executive Response, and thereafter, a report will be prepared for Council for consideration of the scrutiny report and recommendations along with the Cabinet's Response.
- 4.3 Where scrutiny committees have powers under their terms of reference to make reports or recommendations external decision makers (e.g. NHS bodies), where they do this, the relevant external decision maker shall be notified in writing, providing them with a copy of the committee's report and recommendations, and requesting a response.

- 4.4 Once the Executive Response has been agreed, the scrutiny committee shall receive a report to receive the response and the committee may review implementation of the executive's decisions after such a period as these may reasonably be implemented (review date).

5.0 Financial Implications

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

6.0 Legal Implications

- 6.1 Section 9F, Part 2 of the Local Government Act 2000, *overview and scrutiny committees: functions*, requires that Executive Arrangements by a local authority must ensure that its overview and scrutiny committees have the power to make reports or recommendations to the authority or the executive with respect to the discharge of any functions which are or are not the responsibility of the executive, or on matters which affect the authority's area or the inhabitants of that area.
- 6.2 Section 9Fe, *duty of authority or executive to respond to overview and scrutiny committee*, requires that the authority or executive;-
- (a) consider the report or recommendations,
 - (b) respond to the overview and scrutiny committee indicating what (if any) action the authority, or the executive, proposes to take,
 - (c) if the overview and scrutiny committee has published the report or recommendations, publish the response, within two months beginning with the date on which the authority or executive received the report or recommendations.

7.0 Equality Implications

- 7.1 There are no equality implications for the purposes of this report.

8.0 Consultation with Ward Members and Stakeholders

- 8.1 None for the purposes of this report.

Report sign off:

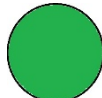
**Shazia Hussain –
Assistant Chief Executive**

This page is intentionally left blank

Resources and Public Realm Scrutiny Committee Scrutiny Recommendation Tracker 2019-2020

(A key and explanatory note for this tracker table is provided at the end of this report).

12 September 2019

Subject	Scrutiny Recommendation	Decision Maker & Executive Response	Department, Cabinet Member and lead officer	Implementation Status	Review Date status
Knife Crime Scrutiny Task Group Report and recommendations	Knife Crime Scrutiny Task Group Report and recommendations RESOLVED: The Resources and Public Realm Scrutiny Committee: agreed the report and recommendations of the Knife Crime Scrutiny Task Group and that the report now be referred to the Cabinet for consideration.	Cabinet 14 October 2019 Cabinet Decision/Response: Decision: RESOLVED: that the recommendations set out in the report of the Knife Crime Task Group be agreed. (Cabinet 14 October 2019)	Regeneration and Environment The Safer Brent Partnership <i>Cabinet Member:</i> Cabinet Member for Community Safety and Engagement <i>Strategic Director:</i> The Strategic Director Regeneration and Environment	A report on the progress of the implementation of the agreed scrutiny recommendations was anticipated for the RPRSC meeting on 21 April 2020. (12 March 2020). This is now included in the scrutiny committee work programme for consideration on Monday 10 May 2021.	 10 May 2021

4 December 2019

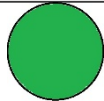
Subject	Scrutiny Recommendation	Decision Maker & Executive Response	Department, Cabinet Member and lead officer	Implementation Status	Review Date status
Air Quality Scrutiny Report	RESOLVED: 1. That the Air Quality Scrutiny Report and recommendations be adopted and referred to the Cabinet for consideration. 2. That the implementation of the report's recommendations agreed by the Cabinet be brought back to the Committee for review in 2020-2021.	Cabinet 14 January 2020 Cabinet Decision/Response: <i>RESOLVED that Cabinet note the Air Quality Scrutiny Report and recommendations.</i> (Cabinet 14 January 2020) Cabinet 20 April 2020 Cabinet Decision/Response: <i>Cabinet RESOLVED to approve the draft Executive Response to the Air Quality Scrutiny Report and recommendations of the Resources and Public Realm Scrutiny Committee.</i>	Regeneration and Environment <i>Cabinet Member:</i> Cabinet Member for Environment <i>Strategic Director</i> The Strategic Director Regeneration and Environment	The intention is to bring back progress on implementing the recommendations on Wednesday 14 April 2021. The department will be developing a policy paper that sets the direction for our parks over the coming months. The department will need to identify the funding that may be needed to develop BBQ sites and then take that forward in advance of the peak parks season next summer.	 14 April 2021

29 January 2020

Subject	Scrutiny Recommendation	Decision Maker & Executive Response	Department, Cabinet Member and lead officer	Implementation Status	Review Date status
Budget Scrutiny Task Group Report	RESOLVED that the Budget Scrutiny Report and recommendations be adopted and referred to the Cabinet for consideration.	Cabinet 10 February 2020 Budget & Council Tax 2020/21-2022/23 (Appendix D) Council 19 February 2020 Cabinet Decision/Response: <i>RESOLVED that Cabinet: To note the report from the Budget Scrutiny Panel in Appendix D of the report. In addition, Cabinet agreed at the meeting to recommend to Council that any overall underspend across the General Fund accrued at the end of March 2020 be ringfenced and bought forward as proposals for spending on the climate change emergency. (Cabinet 10 February 2020)</i> Cabinet 20 April 2020 Cabinet Decision/Response: <i>Cabinet RESOLVED to approve the draft Executive</i>	Finance <i>Cabinet Member:</i> Resources and Deputy Leader of the Council <i>Strategic Director:</i> The Strategic Director of Finance	It is anticipated that progress report on the implementation of the agreed Executive Response and decisions will be brought to the scrutiny committee on 1 October 2020.	 1 Oct 2020

		Response to the Budget Task Group Scrutiny Report and recommendations of the Resources and Public Realm Scrutiny Committee. (Cabinet 20 April 2020) Council Decision: AGREED (6) To note the report from the Budget Scrutiny Panel in Appendix D of the report and approve the recommendation from Cabinet that any overall underspend across the General Fund at the end of March 2020 is ring fenced and that proposals are brought forward for spending on the climate change emergency. (Council 19 February 2020)			
--	--	--	--	--	--

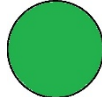
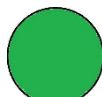
12 March 2020

Subject	Scrutiny Recommendation	Decision Maker & Executive Response	Department, Cabinet Member and lead officer	Implementation Status	Review Date status
Brent Parks Strategy	That a new Brent Parks Strategy encompass the green and open spaces as a whole and include measurable targets, including bespoke targets for Brent, to facilitate the use of parks and open spaces by a diversity of different people in the community and to encourage sporting activities.	Cabinet 17 August 2020 Cabinet Decision/Response: Cabinet RESOLVED to approve the Executive Response to the recommendations made by the Resources & Public Realm	Regeneration and Environment <i>Cabinet Member:</i> Cabinet Member for Environment <i>Strategic Director</i> The Strategic Director	This should be included in the strategy review.	 March 2021.

		Scrutiny Committee on 12 March 2020 relating to the Council's Parks Strategy. Decision: AGREED.	Regeneration and Environment		
Brent Parks Strategy	To improve the data on people using the park, which could be used to inform the strategy.	Cabinet 17 August 2020 Cabinet Decision/Response: Decision: AGREED.	Regeneration and Environment <i>Cabinet Member:</i> Cabinet Member for Environment <i>Strategic Director</i> The Strategic Director Regeneration and Environment	This should be included in the strategy review.	 March 2021.
Brent Parks Strategy	That provision be made within the strategy and management of parks to allow for barbeques in designated areas, perhaps with the requirement of a permit and perhaps after a trial period to test out how this might work.	Cabinet 17 August 2020 Cabinet Decision/Response: Decision: AGREED. Cabinet noted that consideration of the provision to allow use of BBQs in designated areas would require further review, in terms of the options available to manage any change as part of the ongoing development of the strategy, on which the Scrutiny Committee would continue to be kept updated.	Regeneration and Environment <i>Cabinet Member:</i> Cabinet Member for Environment <i>Strategic Director</i> The Strategic Director Regeneration and Environment	This should be included in the strategy review, noting that consideration of the provision to allow use of BBQs in designated areas would require further review and the Scrutiny Committee will be kept updated.	 March 2021.

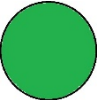
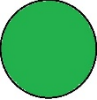
--	--	--	--	--	--

14 July 2020

Subject	Scrutiny Recommendation	Decision Maker & Executive Response	Department, Cabinet Member and lead officer	Implementation Status	Review Date status
The Public Realm	That the new parking strategy ensure that it is always cheaper to park a bike than park a car in Brent, and ensure that the cheapest resident parking permit is more expensive than using a bike hangar.	Cabinet 12 October 2020 Cabinet Decision/Response: Cabinet RESOLVED to approve the Executive Response. Decision: AGREED. Cabinet Decision: That consideration be given to raising the lowest parking permit price to the equivalent of the starting price for using a cycle hanger.	Regeneration and Environment <i>Cabinet Member:</i> Cabinet Member for Environment and Cabinet Member for Regeneration, Property & Planning <i>Strategic Director:</i> The Strategic Director Regeneration and Environment	The department will look to raise the lowest parking permit price to the equivalent of the starting price for using a cycle hanger, i.e. from the current £25 to £36.	 March 2021.
The Public Realm	That 20mph be adopted as the default speed on Brent roads, subject to an environmental audit, and that a timetable be drawn up for the introduction of a 20mph speed limit across the borough.	Cabinet 12 October 2020 Cabinet Decision: That consideration be given to introducing 20mph as the default speed on Brent roads to an extent that reasonably accounts for the feasibility, the cost, the value, the actual impact on	Regeneration and Environment <i>Cabinet Member:</i> Cabinet Member for Environment and Cabinet Member for Regeneration, Property &	This is being considered and a policy paper is being developed. The main consideration is that the borough is already largely considered a 20mph zone, and that any extension will depend on the cost of making that extension, the value and impact that might actually have in real terms on traffic and speeding,	 March 2021.

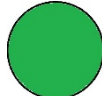
		traffic and speeding at any given location, and the capacity of the department to deliver this policy at this time.	Planning <i>Strategic Director:</i> The Strategic Director Regeneration and Environment	and the capacity of the Highways teams to be able to deliver given other competing pressures at this time.	
The Public Realm	That unspent balances in the capital budget be reinvested in active travel.	Cabinet 12 October 2020 Cabinet Decision/Response: <i>This recommendation was rejected.</i> Reason: <i>it is not envisaged that there will be any unspent capital budgets available.</i> Response: <i>It is not clear what capital budgets are being referred to. Local Implementation Plan funding has been frozen. Brent funded capital is for maintenance only and Section 106 funding is usually scheme specific although we can seek to prioritise.</i>	Regeneration and Environment <i>Cabinet Member:</i> Cabinet Member for Environment and Cabinet Member for Regeneration, Property & Planning <i>Strategic Director:</i> The Strategic Director Regeneration and Environment	The department will account for this when reviewing and updating the Long Term Transport Strategy or drafting any new strategies.	N/A
The Public Realm	That any future transport strategies and plans include clear measurements and modelling for active transport and the impact on air quality.	Cabinet 12 October 2020 Cabinet Decision: <i>That consideration be given, when reviewing and updating the Long Term Transport Strategy or drafting any new strategies for future</i>	Regeneration and Environment <i>Cabinet Member:</i> Cabinet Member for Environment and Cabinet Member	<i>The department will account for this when reviewing and updating the Long Term Transport Strategy or drafting any new strategies.</i>	 March 2021.

		<i>transport strategies and plans, to include clear measurements and modelling for active transport and the impact on air quality.</i>	for Regeneration, Property & Planning <i>Strategic Director:</i> The Strategic Director Regeneration and Environment		
The Public Realm	That low traffic streets be rebranded in a way that is clearer for the public, for example 'Healthy Streets' or 'Peaceful Streets'.	Cabinet 12 October 2020 <i>Cabinet Decision:</i> That the Council's low traffic streets policy be branded 'Healthy Neighbourhoods'.	Regeneration and Environment <i>Cabinet Member:</i> Cabinet Member for Environment and for Regeneration, Property & Planning <i>Strategic Director:</i> The Strategic Director Regeneration and Environment	This has been branded 'Healthy Neighbourhoods'.	 March 2021.
The Brent Economy	That the Cabinet Member for Regeneration work with the West London Prosperity Board to set up a jobs summit with large local employers (regardless of sector) to look at ways the public and private sectors can work together to support local employment.	Cabinet <i>Cabinet Decision/Response:</i> Cabinet RESOLVED to approve the Executive Response. <i>Decision:</i> AGREED.	Regeneration and Environment <i>Cabinet Member:</i> Cabinet Member for Regeneration, Property & Planning <i>Strategic Director:</i> The Strategic Director Regeneration and		 March 2021.

			Environment		
Social Welfare in Brent	That the COVID-19 Interest Free Loans Eligibility Criteria to include debt as part of the criteria.	Cabinet 20 July 2020 Cabinet Decision/Response: <i>Cabinet RESOLVED:</i> To support and approve the following recommendations made by the Resources & Public Realm Scrutiny Committee being taken forward as part of the development and implementation of the new support funds: (a) That the Covid-19 Interest Free Loans eligibility criteria be extended to include debt;	Regeneration and Environment <i>Cabinet Member:</i> Cabinet Member for Housing and Welfare Reform <i>Strategic Director:</i> Strategic Director Customer and Digital Services		 July 2021
Social Welfare in Brent	That the department organise a member development session to brief elected members of the Council on the new support funds and when it may be appropriate to refer people to them.	Cabinet 20 July 2020 Cabinet Decision/Response: <i>Cabinet RESOLVED:</i> (b) A member development session be arranged on the new support funds and their referral process;	Regeneration and Environment <i>Cabinet Member:</i> Cllr Eleanor Southwood - Cabinet Member for Housing and Welfare Reform <i>Strategic Director:</i> Strategic Director Customer and Digital Services	A member development session is being arranged on the new support funds and their referral process.	 July 2021

Social Welfare in Brent	That the department use the information it has available on vulnerable local people to proactively contact them to advise of the support on offer, and accompany this with a media campaign through social media and traditional media.	Cabinet 20 July 2020 Cabinet Decision/Response: Cabinet RESOLVED: (c) The Strategic Director, Customer & Digital Services be requested to consider how best to proactively use data already available to offer advice and support for vulnerable local people;	Regeneration and Environment <i>Cabinet Member:</i> Cllr Eleanor Southwood - Cabinet Member for Housing and Welfare Reform <i>Strategic Director:</i> Strategic Director Customer and Digital Services	This is being implemented.	 July 2021
Social Welfare in Brent	That the department conduct a review of its debt collection processes in the light of the COVID-19 crisis, to ensure that the circumstances of vulnerable people adversely affected by the epidemic will be taken into account.	Cabinet 20 July 2020 Cabinet Decision/Response: Cabinet RESOLVED: (d) The Strategic Director, Customer & Digital Services be requested to undertake a review of debt collection processes in light of Covid-19 to ensure that the circumstances of vulnerable people adversely affected by the pandemic were fully taken into account.	Regeneration and Environment <i>Cabinet Member:</i> Cllr Eleanor Southwood - Cabinet Member for Housing and Welfare Reform <i>Strategic Director:</i> Strategic Director Customer and Digital Services	This is being implemented.	 July 2021

1 October 2020

Subject	Scrutiny Recommendation	Decision Maker & Executive Response	Department, Cabinet Member and lead officer	Implementation Status	Review Date status
Brent Council Procurement Strategy	That the Council policy on Modern Slavery be published on the Council website. That the Brent Council Procurement Strategy include how fair trade is to be delivered. To consider how Council contracts may be made available to smaller company providers.	Cabinet 12 October 2020 Cabinet Decision/Response: Having noted the intention to incorporate the recommendations made by the Resources & Public Realm Scrutiny Committee when considering the strategy at their meeting on 1 October 2020, Cabinet RESOLVED to approve the Procurement Strategy 2020-2023 as set out in Appendix A of the report to Cabinet 12 October 2020.	Regeneration and Environment <i>Cabinet Member:</i> Cllr Margaret McLennan The Deputy Leader and Cabinet Member for Resources <i>Strategic Director:</i> The Strategic Director of Customer and Digital Services		 April 2021.
Violence Against Women Scrutiny report	That the Violence Against Women Scrutiny report and recommendations be adopted and referred to Cabinet for consideration.	Cabinet <i>The Cabinet will consider its Executive Response to the scrutiny report and recommendations on 7 December 2020</i>	Regeneration and Environment The Safer Brent Partnership <i>Cabinet Member:</i> Cabinet Member for Community Safety and Engagement <i>Strategic Director:</i> The Strategic Director Regeneration and Environment		

Notes

This is a table to track the progress of scrutiny recommendations made by one of the formal scrutiny committees at Brent Council. It is a standing item on the Committee's agendas, so that the Committee can keep track of the recommendations it has made, the decisions made, implementation status and provoke consideration of outcomes that have for residents, the Council and its statutory partners.

The tracker lists the recommendations made by the committee throughout a municipal year and any recommendations still not fully implemented from previous years since June 2019.

The tracker documents the scrutiny recommendations made, the dates when they were made, the decision maker who can make each decision in respect of the recommendations, the date the decision was made and the actual decision taken. The executive decision taken may be the same as the scrutiny recommendation (e.g. the recommendation was "agreed") or it may be a different decision, which should be clarified here. The tracker also asks if the respective executive decisions have been implemented and this should be updated accordingly throughout the year.

Scrutiny Task Group report recommendations should be included here but referenced collectively (e.g. the name of the scrutiny inquiry and date of the agreement of the scrutiny report and recommendations by the scrutiny committee, along with the respective dates when the decision maker(s) considered and responded to the report and recommendations. The Committee should generally review the implementation of scrutiny task group report recommendations separately with stand-alone agenda items at relevant junctures – e.g. the Executive Response to a scrutiny report and after six months or a year, or upon expected implementation of the agreed recommendation of report. The "Expected Implementation Date" should provide an indication of a suitable time for review.

Key:

date of scrutiny committee meeting - For each table, the date of scrutiny committee meeting when the recommendation was made is provided in the subtitle header.

Subject – this is the item title on the committee's agenda; the subject being considered.

Scrutiny Recommendation – This is the text of the scrutiny recommendation as it appears on the minutes – **in bold**.

Decision Maker – the decision maker for the recommendation, (**in bold**), eg the Cabinet (for Council executive decisions), full Council (for Council policy and budgetary decisions), or an NHS executive body for recommendations to the NHS. In brackets, (date), the date on which the Executive Response was made.

Executive Response – The response of the decision maker (eg Cabinet decision) for the recommendation. This should be the executive decision as recorded in the minutes. The Executive Response should provide details of what, if anything, the executive will do in response to the scrutiny recommendation. Ideally, the Executive Response will include a decision to either agree/reject/or amend the scrutiny recommendation and where the scrutiny recommendation is rejected, provide an explanation of why. In brackets, provide the date of Cabinet/executive meeting that considered the scrutiny recommendation and made the decision.

Department – the Council directorate (and/or external agencies) that are responsible for implementation of the agreed executive decision/response. Also provided, for reference only, the relevant Cabinet Member and strategic director.

Implementation Status – This is the progress of any implementation of the agreed Executive Response against key milestones. This may cross reference to any specific actions and deadlines that may be provided in the Executive Response. This should be as specific and quantifiable as possible. This should also provide, as far as possible, any evidenced outcomes or improvements resulting from implementation.

Review Date and status - This is the expected date when the agreed Executive Response should be fully implemented and when the scrutiny committee may usefully review the implementation and any evidenced outcomes (eg service improvements). (Note: this is the implementation of the agreed Executive Response, which may not be the same as the scrutiny recommendation).

This page is intentionally left blank