



Brent

Cabinet

Monday 13 September 2021 at 10.00 am

Conference Hall - Brent Civic Centre, Engineers Way,
Wembley, HA9 0FJ

Please note that this meeting will be held as a socially distanced physical meeting with all Cabinet members required to attend in person.

Guidance on the safe delivery of face-to-face meetings is included at the end of the agenda front sheet.

Due to current restrictions and limits on the socially distanced venue capacity, any press and public wishing to attend this meeting are encouraged to do so via the live webcast. The link to attend the meeting will be made available [here](#).

Membership:

Lead Member Councillors:

Portfolio

M Butt (Chair)	Leader of the Council
McLennan (Vice-Chair)	Deputy Leader of the Council and Lead Member for Resources
Farah	Lead Member for Adult Social Care
Knight	Lead Member for Community Safety and Engagement
Nerva	Lead Member for Public Health, Culture & Leisure
M Patel	Lead Member for Children's Safeguarding, Early Help and Social Care
Krupa Sheth	Lead Member for Environment
Stephens	Lead Member for Schools, Employment and Skills
Southwood	Lead Member for Housing & Welfare Reform
Tatler	Lead Member for Regeneration, Property & Planning

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

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

Notes for Members - Declarations of Interest:

If a Member is aware they have a Disclosable Pecuniary Interest* in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent and must leave the room without participating in discussion of the item.

If a Member is aware they have a Personal Interest** in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent.

If the Personal Interest is also significant enough to affect your judgement of a public interest and either it affects a financial position or relates to a regulatory matter then after disclosing the interest to the meeting the Member must leave the room without participating in discussion of the item, except that they may first make representations, answer questions or give evidence relating to the matter, provided that the public are allowed to attend the meeting for those purposes.

***Disclosable Pecuniary Interests:**

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

****Personal Interests:**

The business relates to or affects:

(a) Anybody of which you are a member or in a position of general control or management, and:

- To which you are appointed by the council;
- which exercises functions of a public nature;
- which is directed is to charitable purposes;
- whose principal purposes include the influence of public opinion or policy (including a political party of trade union).

(b) The interests of a person from whom you have received gifts or hospitality of at least £50 as a member in the municipal year;

or

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

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

Agenda

Introductions, if appropriate.

Item	Page
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1	Apologies for Absence	
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2	Declarations of Interest	
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Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary or personal interests in the items on this agenda and to specify the item(s) to which they relate.

3	Minutes of the Previous Meeting	1 - 6
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To approve the minutes of the previous meeting held on 16 August 2021 as a correct record.

4	Matters Arising (if any)	
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To consider any matters arising from the minutes of the previous meeting.

5	Petitions (if any)	
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To discuss any petitions from members of the public, in accordance with Standing Order 66.

6	Reference of item considered by Scrutiny Committees (if any)	
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To consider the Executive response provided to the following reference from the Resources & Public Realm Scrutiny Committee:

6.1	Recommendations from the Resources and Public Realm Scrutiny Committee 13 July 2021 – UEFA European Championship 2020 Finals at Wembley Stadium	7 - 12
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Regeneration and Environment reports

7	Highways Capital Scheme Programme 2021-22	13 - 36
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This report presents the Highways Maintenance Programme for 2021-22 to Cabinet for approval.

Ward Affected:
All Wards

Lead Member: Lead Member for Environment
(Councillor Krupa Sheth)

Contact Officer: Tony Kennedy, Head of

8 Parks Service Capital Funding

37 - 52

This report presents a proposal for Capital Investment in the Parks Service to allow for essential improvements across a number of parks and allotment sites.

Ward Affected:
All Wards

Lead Member: Lead Member for Environment
(Councillor Krupa Sheth)

Contact Officer: Kelly Eaton, Public Realm
Policy and Projects Officer
Tel: 020 8937 5565
Email:kelly.eaton@brent.gov.uk

Children and Young People reports

9 Brent Youth Strategy

53 - 82

This report presents the Brent Youth Strategy and Delivery Plan, which fulfils the recommendation of the Independent Brent Poverty Commission for the Council to bring together a statutory-led “Youth and Community Strategy for Young People” in Brent.

Ward Affected:
All Wards

Lead Member: Lead Member for Children’s
Safeguarding, Early Help and Social Care
(Councillor Mili Patel)

Contact Officer: Nigel Chapman, Operational
Director Integration & Improved Outcomes
Tel: 020 8937 4456
Email:nigel.chapman@brent.gov.uk

Digital and Customer Services reports

10 National Non-Domestic Rates – Applications for Discretionary Rate Relief 83 - 92

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

Ward Affected:
All Wards

Lead Member: Deputy Leader (Councillor
Margaret McLennan)

Contact Officer: Peter Cosgrove, Head of
Revenues and Debt
Tel: 020 8937 2307
Email:Peter.Cosgrove@brent.gov.uk

11 **Brent Finance Transformation and Oracle Cloud Transformation Roadmap (Release 2) Capital Investment** 93 - 104

This report sets out the further enhancements which are achievable within the Oracle Cloud System and seeks approval for further investment to gain further efficiencies and transformational aspects that the system offers.

Ward Affected:
All Wards

Lead Member: Deputy Leader (Councillor Margaret McLennan)

Contact Officer: Minesh Patel, Director of Finance

Tel: 020 8937 4043

Email: Minesh.Patel@brent.gov.uk

12 **Exclusion of Press and Public**

No items have been identified in advance of the meeting that will require the exclusion of the press or public.

13 **Any other urgent business**

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

Date of the next meeting: Monday 11 October 2021

Guidance on the delivery of safe meetings at The Drum, Brent Civic Centre

- We have revised the capacities and floor plans for event spaces to ensure they are Covid-19 compliant and meet the current social distancing guidelines.
- Attendees will need to maintain the necessary social distancing at all times.
- Signage and reminders, including floor markers for social distancing and one-way flow systems are present throughout The Drum and need to be followed.
- Please note the Civic Centre visitor lifts will have reduced capacity to help with social distancing.
- The use of face coverings is encouraged with hand sanitiser dispensers located at the main entrance to The Drum and within each meeting room.
- Those attending meetings are asked to scan the coronavirus NHS QR code for The Drum upon entry. Posters of the QR code are located in front of the main Drum entrance and outside each boardroom.
- Although not required, should anyone attending wish to do book a lateral flow test in advance these are also available at the Civic Centre and can be booked via the following link:
<https://www.brent.gov.uk/yourcommunity/coronavirus/covid-19-testing/if->

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LONDON BOROUGH OF BRENT

MINUTES OF THE CABINET

Held in the Conference Hall, Brent Civic Centre on Monday 16 August 2021 at
10.00 am

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

Also present (in remote attendance): Councillors Mashari (for agenda item 6)

1. **Apologies for Absence**

Apologies for absence were received from Peter Gadsdon (Strategic Director Customer & Digital Services), Shazia Hussain (Assistant Chief Executive who was represented by Lorna Hughes) & Phil Porter (Strategic Director, Community & Wellbeing who was represented by Hakeem Osinaike).

2. **Declarations of Interest**

None.

3. **Minutes of the Previous Meeting**

RESOLVED that the minutes of the previous Cabinet meeting held on Monday 19 July 2021 be approved as an accurate record of the meeting.

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

None.

5. **Petitions (if any)**

There were no petitions submitted for consideration at the meeting.

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

As a result of a technical issue experienced with the hybrid meeting technology at the start of the meeting, the Chair agreed to a change in the order of business with this item being dealt with immediately following on from agenda item 8. The minutes reflect the order in which the items were listed on the agenda.

Councillor Mashari, Chair of the Resources & Public Realm Scrutiny Committee, provided an update on the discussions held at the Resources & Public Realm Scrutiny Committee meeting on 16 July 2021 regarding the scenes witnessed around Wembley Stadium in advance of the UEFA 2020 European Championship Final. She advised that as well as focussing on the impact upon local residents, the

Committee had also been particularly concerned at reports of injuries along with issues identified relating to public safety and public health and how this may affect arrangements for the hosting of future events at the Stadium. Cabinet were advised that the Committee had taken evidence from relevant officers and stakeholders during their meeting and had welcomed the information provided. As a result of the concerns expressed, however, the Committee had recommended that Cabinet hold a public review into the Council's actions taken before, during and after the Final to establish the lessons learnt.

Councillor M Butt, as Leader of the Council, thanked Councillor Mashari for her contribution and in response began by highlighting the need for care to be taken in terms of the accuracy of any statements made relating to the events witnessed, given the current external independent review being led by Baroness Casey and nature of ongoing police prosecutions. The Council were fully cooperating and supporting the independent review and in order to avoid prejudicing the outcome of this and ongoing criminal prosecutions he advised it would not be possible to comment in any more detail at this stage on the issues identified. Councillor M. Butt ended by highlighting the level of support provided by staff from across the Council in the staging of the tournament at Wembley Stadium and thanked all those involved on behalf of the Council for their efforts.

7. **Redefining Local Services: Final Delivery Model & Integrated Street Cleansing & Waste Contract Procurement Strategy**

Councillor Krupa Sheth, as Lead Member for Environment, introduced the report presenting a summary of the response from the statutory best value consultation undertaken on delivery model options for the services included within the scope of the Redefining Local Services (RLS) programme.

In addition to the proposed final RLS Delivery Model the report also set out the high level procurement strategy and timetable for the programme, including the Integrated Street Cleansing, Waste Collection and Maintenance contract which would be the first to be undertaken under the RLS programme. In considering the options identified, members noted the overall aims, objectives and scope of the RLS programme in terms of the potential service improvements and benefits identified and level of funding available.

In considering the recommendations, Cabinet noted the information provided within the exempt appendix accompanying the report and **RESOLVED:**

- (1) To note the results of statutory consultation on the RLS Delivery Model Options as detailed within section 4 and Appendix 1 of the report.
- (2) To agree the "Specialist contracts delivery model with low to moderate levels of insourcing" as detailed within section 5 of the report, with a decision on the final level of insourcing deferred until January 2022, to both allow time for the evaluation of the in house highways reactive maintenance trial and in time to inform the scope of the Invitation to Tender for the next Highways Services contract.

- (3) To approve inviting tenders for the Integrated Street Cleansing & Waste Contract set out in section 6 of the report on the basis of the pre - tender considerations detailed within paragraph 6.7 of the report.
- (4) To delegate authority to the Strategic Director for Regeneration & Environment in consultation with the Lead Member for Environment to decide the price/quality ratio for the Integrated Street Cleansing & Waste Contract and the evaluation criteria and approve officers evaluating tenders.
- (5) To approve the allocation from prudential borrowing of £15m to finance both the fleet required to deliver the Integrated Street Cleansing & Waste Contract and, provisionally, the fleet required to deliver the next grounds maintenance, the latter subject to market testing and development of the GM procurement strategy this autumn.
- (6) To note that the decision on the final format and content of public consultation on future street cleansing & waste collection services would be made in September by the Lead Member for Environment in consultation with the Leader of the Council.

8. **Wembley Housing Zone - Approval of Procurement for Development of Council sites and Associated Matters**

Councillor Tatler, Lead Member for Regeneration, Property & Planning, introduced the report updating Cabinet on progress with the Council-led mixed use regeneration of the eastern end of Wembley High Road located within the Wembley Housing Zone and seeking approval to procure a delivery partner and associated matters to redevelop both the land to the east of Cecil Avenue and Ujima House.

Members noted the summary of progress to date in relation to delivery of the Wembley Housing Zone programme in partnership with the Greater London Assembly (GLA), with the next phase designed to unlock redevelopment of the eastern stretch of Wembley High Road. As a result of the relevant planning approvals having been obtained, GLA funding being refocussed and the Department for Education (DfE) having confirmed Secretary of State conditional consent to dispose of the Cecil Avenue land the intention was now to bring both the Cecil Avenue and Ujima House sites to the market together in order to build out the schemes. Members were supportive of the proposals to provide a high quality housing-led development on both sites, which it was noted would include a significant proportion of affordable larger sized family units aimed at not only increasing housing supply but also supporting town centre regeneration, economic growth and job creation alongside securing community space, highway and public realm improvements.

In commending the inclusion of London Affordable Rents as part of the offer the discussion concluded with members keen to recognise, maximise and support the benefits identified in relation to local residents, communities and businesses.

In considering the recommendations, Cabinet noted the information provided within the exempt appendices accompanying the report and **RESOLVED:**

- (1) To note the progress made to date in the Wembley Housing Zone programme.

- (2) To approve the preferred delivery option for the regeneration of the sites known as land to the east of Cecil Avenue and Ujima House ('the Sites') as detailed in paragraph 3.5.1 of the report.
- (3) To note the financial viability of the scheme and approve the budget requirement to deliver the preferred option as detailed in Appendix 5 of the report.
- (4) To approve the procurement of a delivery partner for the Sites, through inviting tenders using a Competitive Procedure with Negotiation under the Public Contracts Regulations 2015.
- (5) To delegate to the Strategic Director of Regeneration & Environment, in consultation with the Lead Member for Regeneration, Property & Planning, the decision on alternative development scheme proposals and procurement routes, if procurement of the preferred option was unsuccessful in relation to the Sites.
- (6) To delegate to the Strategic Director of Regeneration & Environment, in consultation with the Lead Member for Regeneration, Property & Planning, approval of pre-tender considerations set out in Standing Order 89 in respect of the procurement of a delivery partner for the Sites.
- (7) To delegate authority to the Strategic Director of Regeneration & Environment, in consultation with the Lead Member for Regeneration, Property & Planning, to award the contract to the preferred bidder to progress delivery of the Sites.
- (8) To note there will be appointment of professional consultants to support delivery of the Sites, using powers delegated under the Constitution.
- (9) To delegate authority to the Strategic Director of Regeneration & Environment, in consultation with the Cabinet Member for Regeneration, Property & Planning to consult with those affected by the appropriation of the Sites and to consider the responses of the consultation and thereafter, and where relevant, to appropriate the Sites for planning purposes in order to facilitate the redevelopment of the site for which Planning Permission has been provided.
- (10) To delegate authority to the Strategic Director of Regeneration & Environment, in consultation with the Cabinet Member for Regeneration, Property & Planning to appropriate the Sites for planning purposes pursuant to section 122 of the Local Government Act 1972 and to override third party rights and interests in the Sites pursuant to section 203 of the Housing and Planning Act 2016; and
- (11) To agree to apply section 203 of the Housing and Planning Act to override third party rights and to pay affected third parties compensation where required by statute.
- (12) To delegate authority to the Strategic Director of Regeneration & Environment, in consultation with the Cabinet Member for Regeneration, Property & Planning, to make amendments to the Wembley Housing Zone funding

contract or enter a new agreement with the Greater London Authority to receive grant to deliver the Sites for the reasons detailed in paragraph 3.3.2 of the report.

9. Maximising Use of the Housing Stock

Councillor Southwood, Lead member for Housing & Welfare Reform, introduced the report which set out a number of key initiatives designed to increase the availability of housing stock across the borough as well as tackling overcrowding. In considering the report, Members commended the significant progress made in addressing housing demand within the borough and reducing the number of homeless households in temporary accommodation but also noted the ongoing demand for housing and need to therefore make best use of all available Council housing stock.

Cabinet also noted the work undertaken to forecast future housing demand, as detailed within section 4 of the report. As a result, a number of targeted options had been identified to assist the Council in making the most effective use of its affordable housing stock in an effort to address the demand identified based on the principles identified within section 4.5 of the report. Alongside the Council's ambitious house building programme the report set out a range of targeted additional tools and incentives designed to increase supply and maximise use of existing housing stock. Whilst supportive of the approach outlined, members noted that these options and incentives would be voluntary in nature and a matter of individual choice.

Members also noted the link to a range of other initiatives also being pursued working with partner Registered Providers and the private housing sector to increase the supply of available housing stock as part of the wider context in which the approach was being developed.

In recognising the innovative nature of the approach outlined, members also highlighted the need to maintain pressure on Central Government to support the provision of affordable social housing as part of the overall package of measures being developed to maximise supply and provide targeted support.

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

- (1) To agree the proposed schedule of incentive payments for households currently under-occupying their Council homes, to move to a smaller Council home, as set out in table 4 in paragraph 4.21 of the report.
- (2) To agree that all households who were under-occupying and transfer to a smaller Council property pursuant to the proposed financial incentive scheme would only pay a social rent or rent not higher than their current property.
- (3) To agree to alter the proportion of lettings to homeless households from 70% to 60%, as set out in paragraphs 4.35 – 4.46 of the report.
- (4) To agree that the Council would offer financial support to Council tenants who wished to either rent or buy in the private sector, as set out in paragraphs 4.42 and 4.43 of the report.

10. **Exclusion of Press and Public**


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

11. **Any other urgent business**

None.

The meeting ended at 10.26 am

COUNCILLOR MUHAMMED BUTT
Chair

	Cabinet 13 th September 2021
	Report from the Assistant Chief Executive
Executive Response to the Recommendations of the Resources and Public Realm Scrutiny Committee 13 July 2021 - Euro 2020 Finals at Wembley Stadium	

Wards Affected:	All
Key or Non-Key Decision:	Non-Key Decision
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
Appendices:	One Appendix 1 – Executive Response to the Recommendations of the Resources and Public Realm Scrutiny Committee Made 13 July 2021 on Euro 2020 Finals at Wembley Stadium
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Michael Carr Senior Policy and Scrutiny Officer Tel: 020 8937 2855 michael.carr@brent.gov.uk

Purpose of the Report

- 1.1 The purpose of this report is to present the recommendations from the Resources and Public Realm Scrutiny Committee on the Euro 2020 Finals at Wembley Stadium made at its meeting on 13 July 2021, for an Executive Response. The proposed Executive Response to the recommendation is attached at the Appendix 1.

2 Recommendation(s)

That the Executive Response to the scrutiny recommendations on the Euro 2020 Finals at Wembley Stadium, made by the Resources and Public Realm Scrutiny Committee at its meeting on 13 July 2021, be agreed.

3 Detail

- 3.1 In accordance with Part 4 of the Brent Council Constitution, (terms of reference for council committees and subcommittees), Brent Council scrutiny committees may make recommendations to 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 Cabinet is being asked to consider its Executive Response to the recommendation and either agree, reject or agree as amended, the scrutiny recommendation made, as set out in the draft Executive Response attached at the Appendix to this report.
- 3.3 Scrutiny committees may not make executive decisions. Scrutiny recommendations therefore require consideration and decision by the appropriate decision maker; usually Cabinet, but also full Council for policy and budgetary decisions and the NHS where it is the decision maker, in accordance with the terms of reference for scrutiny committees, set out in the Council Constitution.
- 3.4 The minutes of the meeting of the scrutiny committee provide the record of the scrutiny committee's consideration of the issue and the scrutiny recommendations made during the meeting.
- 3.5 Scrutiny recommendations may include those made in scrutiny reports agreed in committee (e.g. through Scrutiny Task Groups). These are usually dealt with through a separate report to the Cabinet following the same process, which requests an Executive Response to the scrutiny report and recommendations.
- 3.6 The scrutiny committee will be notified of the executive decisions made in respect to the scrutiny recommendations and may track the implementation of the Cabinet decisions. This enables the scrutiny committee to track whether their recommendations have been agreed, what actually was agreed (if different) and review any outcomes arising from the scrutiny recommendations, for example, service improvements, value for money savings and outcomes for residents.

4 Procedure for Reports and Recommendations from Scrutiny Committees

- 4.1 Where scrutiny committees submit 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 The Cabinet will receive notification of the committee's report or recommendations and agree the Executive Response, which may include an executive decision with respect to the scrutiny recommendations.
- 4.3 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.

- 4.4 Where scrutiny committees have powers under their terms of reference to make reports or recommendations to 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.
- 4.5 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 Euro 2020 Finals at Wembley Stadium

- 5.1. At its meeting on 13 July 2021, the Resources and Public Realm Scrutiny Committee considered *Euro 2020 Finals at Wembley Stadium* and received a report and oral evidence from Councillor Krupa Sheth, Lead Cabinet Member for Environment and lead officers within the Environment Services, Regeneration and Environment department.
- 5.2. At the end of the consideration of the issue, the committee resolved to recommend to Cabinet:

To hold a public review into the Council's actions taken before, during and after the Euro 2020 Final to establish the lessons learnt.

6 The Executive Response

- 6.1 The proposed Executive Response to the scrutiny recommendation made, as explained in paragraphs 3 and 4 above, are attached at Appendix 1 to this report. This includes proposed executive decisions and any actions to be taken in respect of the scrutiny recommendation.

7 Financial Implications

- 7.1 There are no financial implications.

8 Legal Implications

- 8.1 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.
- 8.2 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.

9 Equality Implications

- 9.1 Under Section 149 of the Equality Act 2010, the Council has a duty when exercising their functions to have 'due regard' to the need to:
 - a) eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited under the Act;
 - b) advance equality of opportunity; and
 - c) foster good relations between those who share a "protected characteristic" and those who do not.
- 9.2 This is the Public Sector Equality Duty (PSED). The 'protected characteristics' are: age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, sex, and sexual orientation.
- 9.3 There are no specific equality implications arising from this report.

10 Consultation with Ward Members and Stakeholders

- 10.1 The relevant Cabinet members and Council directorates have been consulted in drawing up this report.

Report sign off:

**Shazia Hussain –
Assistant Chief Executive**

Executive Response to the Resources and Public Realm Scrutiny Committee

Cabinet 13 September 2021

On 13 July 2021 the Resources and Public Realm Scrutiny Committee made recommendations to the Cabinet after consideration of issues at that meeting. The Cabinet's Executive Response and decisions against those recommendations are provided below.

Euro 2020 Finals at Wembley Stadium

Scrutiny Recommendation:

To hold a public review into the Council's actions taken before, during and after the Euro 2020 Final to establish the lessons learnt.

Executive Response:

The Wembley Safety Advisory Group (SAG) that is Chaired by the Council met on the 20th July to discuss the circumstances surrounding the Euro 2020 Final.

All of the stakeholders attended, representing the following organisations:

- Brent Council
- Wembley National Stadium Ltd
- Wembley Park
- Sports Ground Safety Authority
- Metropolitan Police
- British Transport Police
- London Ambulance Service
- London Fire Brigade
- Transport for London
- Chiltern Railways
- SSE Arena

The discussion focused on how partners should respond.

The key issue to come out of the discussion is that all partners agreed to participate in the independent review being led by Baroness Casey of Blackstock. It is expected that it will take 4 months for this to be completed.

This will be one single overarching independent review commissioned by the FA that will bring in the actions of all partners.

Officers met with Baroness Casey on 6th August and she has asked that Brent Council and the SAG fully commit to supporting the independent review and to helping oversee the implementation of any actions and priorities for change.

It is a really positive step that all partners intend to participate in this single review. The Council will participate fully and openly with the review and will respond to any recommendations that affect the Council's role in the process moving forward.

Baroness Casey specifically asked that the Council undertake its own assessment/review of all its activities around the Final so this can inform her process.

Cabinet Decision:

That Brent Council will:


- i). Undertake an assessment of Council activities relating to its responsibilities around safety, licensing and enforcement at Wembley Stadium as part of the Euro 2020 Finals in order to support the overarching Review led by Baroness Casey;**
- ii). Fully support the Baroness Casey Review throughout;**
- iii). Consider fully any recommendations relevant to the Council's duties that arise from the Review and;**
- iv). Oversee and implement any actions and priorities for change.**

Implementation by: By July 2022

Cabinet Members: Cllrs Sheth and Knight

Lead Department: Regeneration and Environment

Lead Officer: Alan Lunt –Strategic Director for Regeneration and Environment

	<p align="center">Cabinet 13th September 2021</p>
	<p align="center">Report from the Strategic Director of Regeneration and Environment</p>
<p>Highways Capital Scheme Programme 2021-22</p>	

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	Three Appendix A - Highways Maintenance Programme Completed in 2020/21 Appendix B - Major Footway Reconstruction 2021/22 Appendix C – Ward Abbreviations
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	<p>Jonathan Westell Highways Contracts & Delivery Manager Tel: 020 8937 3660 jonathan.Westell@brent.gov.uk</p> <p>Tony Kennedy Head of Service, Highways & Infrastructure Tel: 020 8937 5151 tony.kennedy@brent.gov.uk</p> <p>Chris Whyte Operational Director, Environmental Services Regeneration and Environment Tel: 020 8937 5342 chris.whyte@brent.gov.uk</p>

1.0 Purpose of the Report

1.1 To approve the Highways Maintenance Scheme Programme for 2021-22.

2.0 Recommendations

2.1 That Cabinet approves the proposed Highways Maintenance Scheme Programme 2021-22 as detailed in Appendix B.

- 2.2 That the Cabinet notes the receipt of a petition on 9th August 2020 for Logan Road with 52 signatures asking for the renovation and upgrading of the pavements in that road , and comments made in response to the petition (Section 3.4.2 d) - g))
- 3.0 Detail**
- 3.1 Summary**
- 3.1.1 In 2020/21, £3.5m of Brent Capital and £0.239m of TfL funding was spent improving the condition of Brent's roads and highway structures, including resurfacing of around 6.8 miles of road. This equates to about 2 % of the road network (see Appendix A for details).
- 3.1.2 In addition, up to the end of 2020/21, £15.4m of Brent Capital had been spent improving the condition of Brent's footways as part of the £20m footway improvement programme. The programme continues at time of writing (August 2021) but will finish later this year, apart from the Kilburn High Road Project for which £1m of the £20m has been set aside. It is estimated that once complete, around 45 miles of footway will have been resurfaced, which equates to about 8.5% of the footway network. (see Appendix A for details).
- 3.1.3 As the footways were the subject of their own £20m major investment programme, in 2019/20 and 2020/21 the whole of the £3.5m Brent highways capital was allocated to maintain carriageways and highway structures. As the £20m footway improvement programme draws to a close, the £3.5m annual figure of Brent Capital for 2021/22 reverts to being used for the maintenance of footways as well as carriageways and highway structures.
- 3.1.4 In previous years, in addition to £3.5m of Brent capital, TfL would add funding for Principal Road (A-road) improvements. However, in November 2017 TfL published details of their new five-year Business Plan and between 2018/19 and 2019/20 investment in proactive planned renewals on both the Borough Principal Road Network (BPRN) and TfL Road Network (TLRN) was "paused", with only very limited funding available across London; Brent received no funding in 2018/19 and 2019/20. In 2020/21, Brent received £239,000 of TfL funding to resurface Willesden Lane (Sidmouth Road to Coverdale Road)
- 3.1.5 For 2021/22, there are two possible London-wide PRN funding scenario, a £15m and a £30m allocation, which has yet to be decided upon by TfL. Brent have submitted a bid to TfL for Principal Road (A-road) improvements consisting of five schemes totalling £1.371m corresponding to the £30m funding scenario; a £15m settlement would reduce the Brent allocation commensurately .
- 3.1.6 This report sets out recommendations for how Brent's base £3.5m capital budget should be allocated during 2021/22 through prioritised programmes of:
- Major road and footway resurfacing;
 - Preventative maintenance for roads and footways, including Injection patching
 - Improvements to Highway Structures
 - Improvements to the public realm, and
 - Renewal of Road Markings
- 3.1.7 This programmes are drawn up using Brent's Highway Asset Management Planning (HAMP) approach, which provides a systematic long-term methodology for maintaining the borough's highways. The HAMP approach, started in 2014/15, delivers better value for money through adoption of a sensible and forward thinking maintenance plan. Additional

preventative maintenance programming is being proposed, using injection patching on roads, and a trial of a preservative coating for existing carriageway surfacing.

3.1.8 We have taken advantage of new technology to improve our asset condition data collection. Now, for carriageways, a video survey of the whole borough can be completed in a week. The rapidity of this survey method means that we can have comprehensive and up-to-date road defect data and so can target repairs much more effectively, as well as automatically picking up other useful inventory and condition information.

3.1.9 The Highways & Infrastructure service are keen to play an ever-increasing role in reducing carbon and other greenhouse gas emissions from within our remit.

3.2 *Last Year's Highways Maintenance Investment 2020/21*

3.2.1 In 2020/21 Brent's annual highways maintenance investment programme consisted of £3.5m base Brent capital funding, and a £239,000 allocation from TfL from LIP funding.

3.2.2 By the end of 2020/21, approximately £3.5m had been spent on maintaining Brent's carriageways and highway structures funded from Brent capital. Appendix A provides details of the works delivered, which resulted in (amongst other things) around 6.8 miles of roads being resurfaced.

3.2.3 Additionally by the end of 2020/21, a cumulative total of £15.4m of the £20m footway improvement programme had been spent; this programme started in November 2019.

3.3 Managing Highways Assets

Brent's Highway Assets

3.3.1 Highway infrastructure is the most visible, well-used and valuable physical asset owned by the Council. The latest 2021 value of Brent's asset is estimated at around £4.5 bn and includes:

- 505 km (315 miles) of roads;
- 847 km (529 miles) of pavements;
- 90 bridges and structures;
- 20700 road gullies;
- 10,000 street trees; and
- 22,848 street lights and other illuminated street furniture.

Asset Condition Surveys

3.3.2 We have taken advantage of new technology to improve our asset condition data collection. Now, for carriageways, a video survey of the whole borough can be completed in a week, much quicker than a traditional manual survey. The survey is undertaken from an ordinary car using a standard mobile phone. The innovative part is that Artificial Intelligence (AI) software then scans the images, quickly and reliably identifying defects and categorising them into types.

3.3.3 Being quick, this survey method means we can progress repairs at pace; from the start of *borough-wide* video survey, through data analysis, to a programme of pothole repair works commencing on the ground can be as little as three weeks. The rapidity of this survey method means that we have comprehensive and up-to-date road defect data and so can target repairs (e.g. injection patching) much more effectively.

- 3.3.4 The video survey has other benefits; officers can interrogate the images to see exactly why one section is showing up “red” condition; inventories of traffic signs (temporary and permanent) are collected automatically; and the system can (for instance) identify faded road markings, allowing us to produce a comprehensive intelligence–lead prioritised refresh programme much more efficiently.
- 3.3.5 The video surveys are currently vehicle mounted, so traditional Detailed Visual Inspections are still required for footways. We survey 50% of the footway network per year as we believe this is a good balance between cost and data quality; the overall condition of a footway does not tend to deteriorate rapidly in the same way a road can do, when it’s subject to a bad winter and heavy traffic. Here, though we are also making improvements to data; this year we will start to collect grass verge inventory and condition data, so (although it is a snapshot) we can see just how many of our grass verges are damaged through vehicle overrun, inconsiderate builders and illegal crossovers.
- 3.3.6 It is proposed to utilise up to £50,000 of Brent capital funding to undertake asset condition surveys during 2019/20. These surveys assist us in managing the asset by providing data on the long-term deterioration of the network and also help us draw up prioritised

Structural Asset Condition

- 3.3.7 The table below sets out the condition of Brent’s roads by indicating the percentage of each length of road type where maintenance should be considered.

Year	% of roads where maintenance should be considered		
	A class roads	B and C class roads	Unclassified roads
2008/2009	8%	9%	23%
2009/2010	11%	9%	23%
2010/2011	9%	7%	27%
2011/2012	9%	6%	26%
2012/2013	8%	9%	20%
2013/2014	13%	11%	21%
2014/2015	16%	16%	21%
2015/2016	6%	10%	21%
2016/2017	6%	5%	24%
2017/2018	22%	7%	21%
2018/2019	6%	7%	18%
2019/2020	14%*	10%*	14%*
2020/2021	17%	14%	9%

- 3.3.8 * Please note the 2019/20 results have been recalculated since the Sept 20 report as the new survey method required calibration before the results were representative.
- 3.3.9 The Classified road network has deteriorated in condition, with A roads worsening from 14-17% in need of maintenance and B&C roads likewise going from 10-14%. The A road performance reflects the lack of LIP funding over recent years. Unclassified roads make up 80% of all borough roads and from the latest surveys, and their condition has improved, from 14% to only 9% of Brent’s unclassified roads now in need of substantial maintenance. This reflects the increased budget for road resurfacing in 2019/20 and 2020/21 as the footway allocation within the £3.5m normally used for footways was “repurposed” for extra carriageway maintenance in those years. The extensive injection patching programmes 2019-2021 no doubt helped the carriageway condition

3.3.10 The overall footway condition has substantially improved from 47% in 2018/19 via 42% in 2019/20 to 33% in 2020/21. This reflects the substantial impact made by the £20m footway improvement programme.

3.3.11 As time goes on roads and pavements that are currently in good condition will deteriorate, just like any physical asset such as a house or a vehicle. To keep on top of the deterioration of our asset the council must invest continually in maintenance.

Highways Asset Management & Scheme Prioritisation

3.3.12 To improve the way the council maintains its highways, the council adopted the Highway Asset Management Plan (HAMP) in February 2014. The HAMP sets out a strategy based on the need to repair our assets on a regular basis, before they fail, to extend their lifespans and reduce repair costs long-term, and provide the best value for money for the Council.

3.3.13 The strategy initially involves introducing a programme of major resurfacing works along with preventative maintenance, which takes the form of thin surface treatments (to seal roads against water ingress) and injection patching (to slow down the rate of deterioration)

3.3.14 During 2020/21, officers have assessed the network to determine the current condition of both roads and pavements. Officers then take account of a range of factors to define relative priorities for maintenance as follows:

- Network Condition - condition-based on outcomes of annual condition surveys and inspection programmes;
- Network hierarchy and traffic usage, including proximity of local schools / colleges;
- Risk - Level of risk in terms of numbers of accident claims, historic pothole repair records and/or collision history; and
- Value for Money - The cost effectiveness of preserving roads that have not yet fully deteriorated and fixing those which have.

3.3.15 Officers continue to take account of councillor nominations for road maintenance and, where a number of schemes attract the same or similar scores, officers prioritise councillor nominated schemes earlier in our proposed maintenance programmes. Officers may also deviate from priority order where, for instance, a section of road in relatively good condition may be resurfaced if it is on a street where the rest of the road needs maintenance and it would be illogical, or impractical, not to resurface the whole street.

3.3.16 Our Asset Management software uses the Council's condition survey data to produce annual road and footway maintenance programmes, including suggested treatments, for defined budgets to give optimum condition, taking into account deterioration of asset. Officers have used this function of the AM tool to draw up programmes for:

- Major resurfacing programme for B, C and unclassified roads;
- Preventative maintenance for unclassified roads (both thin surfacing and injection patching programmes)
- The footway resurfacing programme.
- Road-marking refresh programme

Preventative Treatments and Innovation

3.3.17 Thin surface treatments used in preventative maintenance is appropriate where the deterioration in the surface (as measured by highway condition survey data) has not yet resulted in problems with the underlying structure of the road. Similarly, major resurfacing is required when deterioration has progressed further and so more extensive (and more expensive) repairs are necessary. This year, as an innovation, we will be carrying out a trial in two streets of a thin preservative coating. This coating is applied to carriageways resurfaced 7-8 years ago, but which are in reasonable structural condition, to maintain the condition of the bituminous surface with the aim of postponing the requirement for more costly resurfacing sometime in the future.

3.4 Highways Investment during 2021/22

3.4.1 Carriageway Works

- a) The 2021/22 carriageway maintenance programme is shown in Appendix B. Roads have been prioritised from the results of an independent network condition survey, with input from local engineering staff, who assess the road against the wide range of factors noted above. Appendix C gives the key to the Ward name abbreviations used in Appendix B
- b) In summary the proposed carriageway works programme of £1.508m includes:

BRENT BASE CAPITAL – 2021/2022	£000
Major resurfacing of B, C & unclassified roads; Preventative maintenance unclassified roads	1058
Injection patching	250
Renewal of Road Markings	50
Carriageway Short Sections	150
Total	1508

Principal Road Network Funding

- c) In previous years, in addition to £3.5m of Brent capital, TfL would add funding for Principal Road (A-road) improvements. Historically this would represent a budget of around £900,000 for resurfacing PRN routes. However, in November 2017 TfL published details of their new five-year Business Plan and between 2018/19 and 2019/20 investment in proactive planned renewals on both the Borough Principal Road Network (BPRN) and TfL Road Network (TLRN) was “paused”, with only very limited funding available across London; Brent received no funding in 2018/19 and 2019/20. In 2020/21, Brent received £239,000 of TfL funding - to resurface Willesden Lane (Sidmouth Road to Coverdale Road)
- d) For 2021/22, there are two possible London-wide PRN funding scenarios, a £15m and a £30m allocation, and we are awaiting a final decision by TfL. Brent have submitted a bid to TfL for Principal Road (A-road) improvements consisting of five schemes totalling £1.371m corresponding to the £30m funding scenario; a £15m settlement would reduce the Brent allocation commensurately .

Injection patching

- e) In summer 2018, a successful pilot programme of injection patch repairs was carried out on unclassified roads (side roads). With this process, a large number of potholes can be treated quickly. A pothole repair can be done in about two minutes – the normal time it usually takes a conventional repair gang to do the job would be 10-15 minutes. The programme went very well, with a large number of defects being fixed across the borough in a short space of time, with minimal disruption and at about half the cost (£20) of a conventional planned repair (£40*) and a third the cost of a conventional reactive repair (£60*) [*2019 Alarm Survey]
- f) Though it should be pointed out that the process does not claim to provide repairs as long-lasting as traditional patch repairs, many repairs have indeed turned out to be long lasting, and there is no doubt that injection patching is a useful addition to our palette of repair types.
- g) Given this success, in 2019/20 a two-year contract was let for Injection Works to Velocity UK Ltd and a programme of repairs was carried out with a £500,000 annual budget to deliver a borough wide programme of injection patching pothole repairs.
- h) The 2020/21 injection-patching programme started in May 2020 and finished in September 2020, during which time 8,989 repairs in total were completed.
- i) The previous two-year injection-patching contract has now expired, and a new two-year contract is being re-procured this summer with a view to starting this year's programme in September. As last winter 20/21 was relatively mild, the amount of rapid road surface deterioration we have experienced this spring has been reduced. This consideration, together with the fact that the contractor was finding fewer potholes towards the end of last year's programme, leads officers to propose a reduction in budget for this year to £250,000.
- j) Previously the injection-patching programme has been confined to the local roads ("Unclassified Roads") where there was less chance of heavy traffic scouring out the repair with their wheels during tight turning manoeuvres. It is intended in 2021/22 to extend the benefits of the process, by trying injection patching on straight main roads where there is less chance of damaging the repairs through the turning action of wheels.

Carriageway Short Sections

- k) Short lengths of carriageway that are in poor condition can cost a significant amount in reactive maintenance repairs, as well as being a cause of accident claims. It is therefore proposed to invest £150k of this year's overall budget to resurface short sections of carriageway. The programme will be determined "in-year" according to priorities at the time. The cost of the thin preservative coating trail (section 3.3.9) will come from this budget.

3.4.2 Footway Repairs

- a) The overall footway condition has substantially improved in recent years from 47% in 2018/19 via 42% in 2019/20 to 33% in 2020/21. This reflects the substantial impact made by the £20m footway improvement programme, which started in November 2019
- b) Contracts were let with three suppliers who are now engaged in implementing the programme that now comprises 112 complete footway schemes across the borough. At

time of writing (August 2021), the vast majority of the schemes have been completed, with six in progress and only the six shopping parade schemes left to do.

- c) To carry on the practice established during the £20m footway improvement programme, for roads where the existing footway (including vehicle crossings) is all bituminous surfacing, that for the improvement works concrete blocks will be used on vehicle crossings and at street corners. This will provide consistency across all highway footway schemes in the borough.
- d) **Logan Road Footways**
The Council received a petition on 9th August 2020 for Logan Road with 52 signatures which relates to Highways. This is a re-submission of a petition originally received in August 2020. It contains “additional supporting information” , a statement from the Members of the Century Bowling Club. As the submission of this duplicate petition coincides with the decisions being made on 13 September 2021, it was decided to take the petition to Cabinet and that it is mentioned in this report.
- e) The petition says *“We the following residents of Logan Road demand that the London Borough of Brent renovate and upgrade the pavements in our road. These are currently unsafe and have not been upgraded in living memory”*.
- f) Logan Road is not recommended for inclusion in the 2021/22 footway improvements programme in Appendix B. Although, as discussed elsewhere, the £20m investment in footways over the last two years has seen a significant improvement in overall footway condition, there is still a third of the borough’s footways in need of major maintenance. The footways in Logan Road were surveyed and 49% by length were in poor structural condition; this is not high enough in our priority listings to be considered for inclusion in this year’s programme; the footways put forward in that programme have a minimum of 70% in poor condition.
- g) As a local road, Logan Road is inspected annually for any potentially unsafe defects, identified by applying the Council’s intervention levels. The next inspection is due in December; in between times, defects can always be reported to the Council for attention through the normal channels.

3.4.3 Investing in Public Realm

This year it is proposed that the Public Realm programme will continue with an allocation of £0.105m. The works will be to strengthen and protect footways and soft verges, particularly at junctions, to mitigate the effects of vehicle overrun.

3.4.4 Reducing the risk of flooding in Brent

Implementation of Sustainable Drainage Systems (SuDS) within our Developments

- a) Since the introduction of the Flood & Water Management Act 2010, the Highways & Infrastructure service assesses every major development within the borough to ensure that each is in accordance with the London plan for sustainable drainage. So, each development will have at least a 50 % reduction in surface water discharge from the current level, which will incrementally decrease the volume of flow entering the sewer system during any rainfall event which will start to reduce significantly highway flooding.

- b) To accompany the reduction in discharge, we ensure that each development incorporates SuDS infrastructure such as green roofs, blue roofs and permeable paving that provides amenity for our residents, reduces carbon outputs, and enhances biodiversity.

Flood risk alleviation schemes

We are currently looking at hydraulic modelling to assess the prime areas of flooding within the borough and are looking at new opportunities to implement new schemes in order to alleviate flooding, provide amenity, and increase our biodiversity and lowering our carbon outputs

Watercourse Maintenance

We manage the non-statutory main rivers within the borough and undertake inspections and maintenance to ensure that the watercourses are able to attenuate rainfall flows sufficiently and prevent “fluvial flooding” This occurs when the water level in a river, lake or stream rises and overflows onto the surrounding banks neighbouring land. By contrast, a pluvial flood occurs when an extreme rainfall event creates a flood independent of an overflowing water body

Gully Cleansing

- a) We prioritise gully cleansing to prevent local flooding, with both scheduled and reactive gully cleansing activities taking place. There are approximately 20718 road gullies in the borough, which are cleaned as part of a cyclic maintenance. The cleaning cycle includes:
- High-priority (regularly blocking) gullies cleaned every six months;
 - 1,300 medium-priority gullies cleaned each year; and
 - 14,688 gullies cleaned every twelve months as part of a rolling programme.
 - 18,874 gullies cleaned every eighteen months as part of a rolling programme
- b) The cleansing frequencies depend on the likelihood of gullies filling up with silt. Monitoring of the contractor FM Conway’s performance continues and the contractor has remained on programme. Hard to reach gullies (i.e. where there are parked cars over them, or on busy corners) are subject to repeat attendance until cleaned; if necessary other measures (e.g. suspending parking bays) will be considered where necessary.
- c) Gullies are also cleaned on a reactive basis in response to reports from members of the public or Councillors of blocked gullies.
- d) We implement small scale schemes to address localised flooding problems such as broken gullies or gully pipes, or localised gully capacity problems. Larger scale capacity problems are within the remit of Thames Water who are responsible for the main drainage system. Whilst maintenance helps, rainfall flows that are greater than the capacity of the network will still result in localised flooding. This flooding will normally dissipate away down the drains given time.

3.4.5 Improving Brent’s bridges and structures

- a) The Council are responsible for 90 highway structures, including 60 bridges, 13 retaining walls and 17 culverts. The majority of bridges are small structures spanning brooks. Funding for bridge maintenance is normally allocated by Transport for London on a regional priority basis.
- b) The proposed schemes include desk studies, special inspections, feasibility/ options studies, assessments in order to get an informed decision for subsequent design stages

and implementation of construction work. These activities are being undertaken in accordance to current design standards/ guidance documents and CDM Regulations, taking into account the public and site personnel safety and the environment. Applications via BridgeStation for LoBEG funding are also being submitted for schemes that are eligible.

- c) In 2021/22, the £0.45m Brent capital will be used for various highway structures tasks including the following:

Elmstead Avenue over Wealdstone Brook - Parapet coping units repair
Brookfield Crescent/ Uxendon Manor School Fb - Parapet Replacement
Bridge Rd Wembley over Olympic Way - Desk Study & Special Inspection
Braemar Avenue Footbridge - Reinstatement of Approaches
Grange Museum Footbridge - RTA Repairs and VRS Installation
East Lane Retaining Wall
Drury Way over Canal Feeder - Structural Assessment
Forty Avenue Bridge - Parapet Repair

- d) The Council's £76k revenue budget will be distributed across numerous structures for routine maintenance as well as the 2021/22 Principal Inspection programme.

3.4.6 Renewal of Road markings

- a) Up until 2015/16 there was no funding allocated for the systematic renewal of road markings. However, following on from the practice started in 2015/16 officers recommend the continuation of a £50,000 annual renewal programme. This programme will continue to concentrate on the renewal of those markings most in need of attention (e.g. on main roads and at junctions) , as identified by the video condition survey and as prioritised by the asset management system.
- b) Renewal of those road markings which are required for enforcement are managed by the Parking & Lighting Service.

3.5 Climate Change

The Challenge is Now

- 3.5.1 The Highways & Infrastructure service are keen to play an ever-increasing role in reducing carbon and other greenhouse gas emissions from within our remit. The industry code of Practice "Well Managed Highway Infrastructure" recommends:

"The effects of extreme weather events on highway infrastructure assets should be risk assessed and ways to mitigate the impacts of the highest risks identified."

[Recommendation 21]

"The impact of highway infrastructure maintenance activities in terms of whole life carbon costs should be taken into account when determining appropriate interventions, material and treatments." [Recommendation 32]

- 3.5.2 It is important that decision making in highways asset management are taken with these recommendations in mind. At the same time London Boroughs should work to ensure that the Mayoral policy of London being carbon neutral by 2030 is achieved.

3.5.3 Thereby reduction of CO2 in highway interventions needs to be assessed, understood and mitigated through:

- a) Reduction of carbon in the production of materials
- b) Reduction of carbon in transportation of materials to site
- c) Reduction of carbon in installation
- d) Reduction of waste generated from site
- e) Extension of life of the assets ensuring resilient materials are used that withstand climate change and deliver a service to society in the longer term.

Common Aims with Asset Management

3.5.4 The challenge of reducing carbon footprint for the maintenance of the highways asset dovetails well with the aim of highways asset management; which is to have a structured approach to managing assets effectively and minimise the whole life cost of the asset whilst delivering the required levels of service.

Given that our aim is to minimise ongoing maintenance; all maintenance has its carbon footprint and so by minimising maintenance - especially by increasing planned maintenance (which is by its nature more cost effective) and thereby decreasing the need for reactive maintenance – we also decrease carbon emissions.

What we are doing already

3.5.5 On a regular basis councils are reporting carbon efficiencies in schemes and contracts and works on various industry magazines. Currently our approach can be encapsulated by the watchwords ***Reduce, Reuse and Recycle:***

Reduce – the most desirable of the three: we reduce the ongoing maintenance through asset management, and use resilient materials in our footways and carriageways to be fit for the challenges of today. This approach needs to cover all schemes in the public realm, such as town centre refurbishments, to make sure they do not become maintenance liabilities. Warm-mix asphalt has many benefits over standard bitumen including reduced emissions (up to 30% & 50% at the point of mixing & laying respectively), reduced overall costs, improved Health & Safety and enhanced technical performance. Our preventative maintenance programmes reduce the need for more intrusive and costly maintenance

Reuse – the next desirable is reusing materials where possible. For example, during footway improvement works wherever possible we reuse the existing granite kerbs, instead of shipping in completely new kerbs from places like Portugal or China

Recycle – lastly, if reducing or reusing is not possible, at least recycle. It is standard practice now amongst contractors to recycle as many material arisings from highway works as possible, and turn it into granular fill, which can be used in the foundations of footway and carriageway construction. Often recycle rates are well over 90%.

A Strategic Approach - Establishing a Baseline

In order to be able to measure our success in reducing our carbon footprint, we need to measure at current (and recent) performance and set this as a baseline against which future initiatives can be measured. Westminster City Council, our neighbours, have devised a carbon assessment tool, which they use to quantify and reduce carbon in every scheme they do. Officers are currently engaged with consultants to establish the baseline for our highway maintenance operations.

4.0 Financial Implications

- 4.1 The table below summarises the actual and proposed allocation of Brent capital funding for highways maintenance during the years 2017/18 - 2021/22:

Schemes	2017/18 (£ 000)	2018/19 (£ 000)	2019/20 (£ 000)	2020/21 (£ 000)	2021/22 (£ 000)
BRENT BASE CAPITAL ALLOCATION					
Major resurfacing of B, C & unclassified roads; Preventative maintenance unclassified roads	1,100	920	2,120	2,120	1,058
Injection patching		100	500	500	250
Injection Patching Traffic Management			25	25	Included above
Highway Structures	200	200	500	500	450
Improvements to the public realm	125	125	125	125	105
Condition Surveys			30	30	50
Crossover conversion	50				
Renewal of Road Markings	50	50	50	50	50
Carriageway Short Sections	150	150	150	150	150
Major Footway Works	1,825	1,955	0	0	1,387
Sub-total Base Brent Capital	3,500	3,500	3,500	3,500	3,500

BRENT CAPITAL –Major Footway Investment	2017/18 (£ 000)	2018/19 (£ 000)	2019/20 (£ 000)	2020/21 (£ 000)	2021/22 (£ 000)
Major Footway Resurfacing, Refurbishment of Local Shopping Parades, Major Town Centre Refurbishments	0	0	5,082	9,984	3,934
Sub-total Major Footway Investment	0	0	5,082	9,984	3,934
TfL Funding for Principal Roads	886	0	0	239	0*
TOTAL HIGHWAY MAINTENANCE PROGRAMME	4,386	3,500	8,582	13,723	7,434

**value could increase (if TfL allocate Brent any funding).*

- 4.2 As noted, in the past the £3.5m annual Brent Capital is used for the maintenance of carriageways, footways and structures, excepting 19/20 and 20/21 when the £20m footway improvement programme was in full flow and the £3.5m was allocated to carriageways, and structures only. Priorities are identified over time in preparation of the future programme of works. It is proposed this year to allocate the base £3.5m Brent highways capital to maintain carriageways footways and highway structures in 20/21, similar to 18/19.

- 4.3 It is proposed to utilise up to £50k of the £3.5m Brent Base Capital to undertake condition surveys during 2021/22. These surveys will assist preparation of a long term asset management programme.
- 4.4 Flood risk management expenditure is within the Environmental Service revenue budget and as such is not reflected in the capital programme of works. All required expenditure will be contained within budget.

5.0 Legal Implications

- 5.1 Section 41 of the Highways Act 1980 places a duty on the council as highways authority to maintain the public highway. The Highways Maintenance Scheme Programme must make sufficient provision for the Council to comply with this duty. Breach of this duty can render the council liable to pay compensation if anyone is injured as a result of failure to maintain the highway. There is also a general power under section 62 of the Highways Act 1980 to improve highways.

6.0 Equality Implications

- 6.1 The proposals in this report have been subject to screening there are considered to be no equalities implications that require full assessment. The works proposed under the highways main programme do not have different outcomes for people in terms of race, gender, age, sexuality or belief.
- 6.2 In addition, the design criteria used in all highway work does take note of the special requirements of various disabilities. These will take the form of levels and grades associated with wheelchair users, for example road crossing points, and for partially sighted / blind persons at crossing facilities. The highway standards employed are nationally recognised by such bodies as the Department for Transport. This programme of works continues the upgrade of disabled crossing facilities at junctions which were not constructed to modern day standards. All new junctions are designed to be compliant at the time of construction.
- 6.3 Strengthened areas of footway are far less susceptible to damage and will therefore aid the movement of pedestrians that may find it difficult to walk on uneven pavements.
- 6.4 Officers will make sure accessibility ramps are provided to aid wheelchair users and those with prams. Officer will make sure high visibility barriers and tapping rails are provided to allow those with visual impairments to negotiate the works as they are in progress.
- 6.5 Officers will make sure of the visibility of the required signage, also where temporary work is being carried out.
- 6.6 Officers will monitor of the quality of the work to ensure that the finished surface is to specification and does not form a mobility hindrance; and that signage and road markings are correctly provided as aid to movement.

7.0 Consultation with Ward Members and Stakeholders

Officers will continue to take account of councillor nominations for road maintenance and, where a number of schemes attract the same or similar scores, Officers will prioritise

councillor nominated schemes earlier in our proposed maintenance programmes (see section 3.3.9).

8.0 Human Resources/Property Implications (if appropriate)

None.

9.0 Public Services (Social Value) Act 2012

- 9.1 The Council is under duty pursuant to the Public Services (Social Value) Act 2012 (“the Social Value Act”) to consider how services being procured might improve the economic, social and environmental well-being of its area; how, in conducting procurements necessary to deliver the programme, 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 contracts required to deliver the programme as they are not services contracts but rather works contracts. Nevertheless, Officers will have had regard to considerations contained in the Social Value Act in relation to any procurements to deliver the programme.

Report sign off:

Alan Lunt

Strategic Director of Regeneration
and Environment

APPENDIX A

Highways Maintenance Programme Completed in 2020/21

Principal A Road, Non-Principal B&C, Unclassified Borough Roads - Major and Preventative Maintenance Programmes 2020-21

Resurfacing Programme	Length (m)	Treatment	Ward
Eton Avenue (Charterhouse Avenue to Harrow Road)	256	Major	SUD
Sedgecombe Avenue	318	Major	KEN
Bacon Lane	336	Major	QBY
Goldsmith Lane	351	Major	QBY
Preston Road (Logan Road to no 77)	382	Major	PRE
The Paddocks	518	Preventative	BAR
Great Central Road Drury Way Junction	480	Major	STN
Kemp Road	454	Preventative	QPK
Elmstead Avenue	887	Major	PRE
Derwent Avenue	220	Major	FRY
Tadworth Road	308	Major	DOL
Heather Park Drive (The Grange to Beresford Avenue)	432	Preventative	ALP
Prout Grove	309	Preventative	DNL
Queens Walk	310	Major	WHP
Dagmar Avenue	394	Major	TOK
Leopold Road	180	Major	HAR
Springwell Avenue	165	Major	KGN
Ridley Road	218	Major	KGN
Churchill Avenue	354	Preventative	NPK
Cambridge Gardens	244	Major	KIL
Oman Road	256	Major	MAP
Chaplin Road (Belton Road to Villiers Road)	221	Major	WLG
Rudolph Road	94	Major	KIL
Swinderby Road	491	Major	WEM
Uffington Road	357	Major	WLG
The Ridgeway	440	Major	FRY
Linden Avenue	285	Major	TOK
Wyndale Avenue	288	Major	FRY
Roundwood Road	498	Preventative	HAR
Leybourne Road	196	Major	QBY
Total km	10.24		
Miles	6.40		
Total Area m2	78,285		

Principal (A Road) Maintenance Programme 2020/21			
Principal (A Road) Maintenance Programme	Length (m)	Treatment	Ward
Willesden Lane (Sidmouth Road to Coverdale Road)	618	Major	BPK
Total km	0.618		
Miles	0.39		
Total Area m2	6,180		

£20m Footway Investment Programme Phase 1&2 – completed since start of programme in Nov 2019

Footway Investment Programme Completed	Length (m)	Treatment	Ward
North Area			
Wentworth Hill	562	Asphalt/Brick	BAR
Valley Drive (Waltham Avenue to Kingsbury Road)	810	Asphalt/Brick	FRY
Elthorne Way	258	Asphalt/Brick	FRY
Stancroft	178	Asphalt/Brick	FRY
Forest Gate	176	Asphalt/Brick	FRY
Springfield Gardens	780	Asphalt/Brick	FRY
Mersham Drive	482	Asphalt/Brick	FRY
Slough Lane (from School to Salmon Street)	399	Asphalt/Brick	FRY
Lewgars Avenue	486	Asphalt/Brick	FRY
Ilmington Road	478	Asphalt/Brick	KEN
The Ridgeway	804	Asphalt/Brick	KEN
Claremount Avenue	193	Asphalt/Brick	KEN
Preston Hill (Kenton Road to Imperial Way)	1472	Asphalt/Brick	KEN
Woodhill Crescent	948	Asphalt/Brick	KEN
Campden Crescent	474	Asphalt	NPK
Dean Court	302	Asphalt	NPK
East Court	390	Asphalt/Brick	NPK
Holt Road	540	Asphalt	NPK
Abbots Drive	1548	Asphalt/Brick	NPK
Preston Road(The Avenue to Carlton Ave East)[to be completed]	1205	ASP/Brick	PRE/BAR
Thirlmere Gardens	968	Asphalt/Brick	PRE
College Road	724	Asphalt/Brick	PRE
Rosslyn Crescent	766	Asphalt	PRE
Beverley Drive (Queensbury Station Parade to Wimborne Drive)	436	Asphalt/Brick	QBY
Holyrood Gardens	774	Asphalt/Brick	QBY
Sandhurst Road (Girton Avenue to Beverley Drive)	568	Asphalt/Brick	QBY
Tintern Avenue	754	Asphalt/Brick	QBY
St Georges Avenue	498	Asphalt	QBY
Rose Glen	540	Asphalt	QBY
Waltham Avenue	584	Asphalt/Brick	FRY
Oxenpark Avenue harrow	683	Asphalt/Brick	BAR
Mount Stewart Avenue	1006	Asphalt/Brick	KEN
Wyndale Avenue	562	Asphalt/Brick	FRY

Wykeham Hill	536	Asphalt/Brick	BAR
Greenhill	532	Asphalt/Brick	BAR
Salmon Street (roundabout to Lavender Avenue)	784	Asphalt/Brick	BAR
Chalkhill Road (Saxon Road to Blackbird Hill)	730	Asphalt/Brick	BAR
Hillside Gardens	208	Asphalt/Brick	BAR
Poplar Grove	198	Asphalt/Brick	BAR
The Close	106	Asphalt/Brick	BAR
Total km	24.44		
Miles	15.28		
Total Area m2	61363		
Central Area			
Burnside Crescent	480	Asphalt/Brick	ALP
Sunleigh Road	730	Asphalt/Brick	ALP
Valley Gardens	330	Asphalt/Brick	ALP
Woodside Avenue	606	Asphalt	ALP
Stanley Avenue	848	Asphalt/Brick	ALP
Douglas Avenue	698	Asphalt/Brick	ALP
Highmead Crescent	556	Asphalt	ALP
Vincent Gardens	1190	Asphalt/Brick	DOL
Orchard Close	152	Asphalt	DOL
Dollis Hill Lane (A5 to Brook Road)	1863	Asphalt/Brick	DOL
Gloucester Close	418	Asphalt/Brick	STN
Melville Road	282	Asphalt	STN
Knatchbull Road	468	Asphalt/Brick	STN
Meadow Garth	896	Asphalt/Brick	STN
Mitchel Way	602	Asphalt	STN
Wesley Road	90	Asphalt	STN
Shakespeare Avenue	208	Asphalt	STN
District Road	764	Asphalt/Brick	SUD
Allendale Road	170	Asphalt	SUD
Station Approach	292	Asphalt/Brick	SUD
Maybank Avenue (Greenbank Avenue to Rosebank Avenue)	736	Asphalt/Brick	SUD
Harrowdene Road	1342	Asphalt/Brick	SUD
Chippenham Avenue	344	Asphalt/Brick	TOK
Derek Avenue	408	Asphalt/Brick	TOK
Harrow Road (Monks Park to NCR) [to be completed]	152	ASP/Brick	TOK
Berkhamstead Avenue	616	Asphalt/Brick	TOK
Grove Way	606	Asphalt/Brick	TOK
Park View	828	Asphalt/Brick	TOK
Church Lane (Opp Wood Lane in front of shops) [to be completed]	774	ASP/Brick	WHP
Village Way	856	Asphalt/Brick	WHP
Reeves Avenue	584	Asphalt/Brick	WHP
Neasden Ln North (NCR to Quainton Street) [to be completed]	482	ASP/Brick	WHP
Chaplin Road (Ealing Road to Linthorpe Avenue)	1164	Asphalt/Brick	WEM
Rosemead Avenue	396	Asphalt	WEM
Thurlow Gardens	338	Asphalt/Brick	WEM
Bassingham Road	652	Asphalt/Brick	WEM
Bowrons Avenue	712	Asphalt/Brick	WEM

Victoria Court	246	Asphalt/Brick	TOK
Selsdon Road	384	Asphalt/Brick	DOL
Victoria Avenue (Oakington Manow Drive to Park View)	416	Asphalt/Brick	TOK
Clayton Avenue	604	Asphalt/Brick	ALP
Pettsgrove Avenue	334	Asphalt/Brick	SUD
Total km	24.62		
Miles	15.39		
Total Area m2	66551		
South Area			
Oldfield Road	780	Asphalt/Brick	HAR
Chambers lane (Harlesden Road to Dobree Road)	920	Asphalt/Brick	BPK
Harlesden road (Grange Road to Pound Lane)	576	Asphalt/Brick	WLG
Craven Park Road	2176	ASP/Asphalt/Brick	HAR
Norfolk Road	150	Asphalt/Brick	HAR
Sonia Gardens	436	Asphalt/Brick	DUD
Mulgrave Raod	596	Asphalt/Brick	DUD
Normanby Road	454	Asphalt/Brick	DUD
Greyhound road	412	Asphalt/Brick	KGN
Deacon road	860	Asphalt/Brick	WLG
Cairnfield Road (Ashcombe Park to Avondale Avenue)	904	Asphalt/Brick	DUD
Richmond Avenue	60	Asphalt	WLG
Mowbray Road	738	Asphalt/Brick	BPK
Bertie Road	344	Asphalt/Brick	WLG
Furness Road	1424	Asphalt/Brick	KGN
Harvist Road (Chamberlayne Road to Peploe Road)	546	ASP/Brick	QPK
Sidmouth Road (Mount Pleasant to Hanover Road) [to be completed]	80	ASP/Brick	BPK
College Road (Liddle Gardens to Whitmore Gardens) [to be completed]	71	ASP/Brick	QPK
Aylestone Avenue	1622	Asphalt/Brick	BPK
Bathurst Gardens	1056	Asphalt/Brick	KGN
High Road Willesden (Colin Road to Neasden Lane)	934	ASP/Brick	WLG
Dean Road	402	Asphalt/Brick	WLG
Anson Road (Blackstone Road to Walm Lane)	496	Asphalt/Brick	MAP
Dawson Road	444	Asphalt/Brick	MAP
Olive Road	1354	Asphalt/Brick	MAP
Ashford Road	422	Asphalt/Brick	MAP
Brondesbury Road (Donaldson Road to Salusbury Road)	674	Asphalt/Brick	QPK
Clifford Gardens	832	Asphalt/Brick	QPK
Palermo Road	814	Asphalt/Brick	KGN
Cullingworth Road	754	Asphalt/Brick	DNL
Total km	21.33		
Miles	13.33		
Total Area m2	56302		
North, Central & South Combined			
Total km	70.39		
Miles	43.99		
Total Area m2	184,216		

APPENDIX B

Major Footway Reconstruction 2021/22

Major Footway Reconstruction	Length (m)	Estimated Cost (£k)	Treatment	Ward
Lennox Gardens	308	87	Asphalt/Brick	DNL
Stapenhill Road	394	102	Asphalt/Brick	NPK
Burgess Avenue	736	209	Asphalt/Brick	FRY
Park Road	440	81	Asphalt/Brick	WEM
Lonsdale Avenue	618	162	Asphalt/Brick	WEM
Shakespeare Drive	940	247	Asphalt/Brick	BAR
The Grange	208	31	Asphalt/Brick	ALP
Trevelyan Crescent	1040	249	Asphalt/Brick	KEN
Rylandes Road	206	32	Asphalt/Brick	DOL
Kenwyn Drive	818	187	Asphalt/Brick	DOL
Total km	5.71	1387		
Miles	3.5675			
Total Area m2	12,730			
<i>Reserve Schemes</i>	<i>Length (m)</i>	<i>Estimated Cost (£k)</i>	<i>Treatment</i>	<i>Ward</i>
<i>Rannock Avenue</i>	<i>532</i>	<i>147</i>	<i>Asphalt/Brick</i>	<i>WHP</i>
<i>Swinderby Road</i>	<i>938</i>	<i>248</i>	<i>Asphalt/Brick</i>	<i>WEM</i>
Total km	1.47	395		
Miles	0.92			
Total Area m2	3,581			

All schemes subject to co-ordination with internal and external agencies.

Principal A Road, Non-Principal B&C, Unclassified Borough Roads - Major and Preventative Maintenance Programmes 2021-22

Resurfacing Programme	Length (m)	Estimated Cost (£k)	Treatment	Ward
*Heather Road	351	64	Preventative	DOL
*Chatsworth Road	624	134	Major	BPK
*Temple Road	389	71	Preventative	MAP
*Franklyn Road	250	43	Preventative	DNL
*Reeves Avenue	295	41	Major	WHP/FRY
*Tewkesbury Gardens (North Way to no 36)	402	62	Major	QBY
Brondesbury Park (Chevening Road to The Avenue)	203	48	Major	BPK/QPK
Hawthorn Road	327	75	Major	WLG
Leghorn Road	431	111	Major	KGN
Eton Grove	342	72	Major	QBY
Hanover Road	624	138	Major	BPK
Quainton Street	300	65	Preventative	WHP
Sudbury Crescent	169	22	Major	SUD
Lechmere Road	184	39	Major	WLG
Burgess Avenue	369	73	Preventative	FRY
Total km	5.26	1058		
Miles	3.29			
Total Area m2	39,720			
Reserve Schemes	Length (m)	Estimated Cost (£k)	Treatment	Ward
<i>Park Place</i>	78	15	<i>Major</i>	<i>TOK</i>
<i>Ecclestone Place</i>	232	82	<i>Preventative</i>	<i>WEM</i>
<i>Elmwood Crescent</i>	138	18	<i>Major</i>	<i>FRY</i>
<i>Preston Waye</i>	180	23	<i>Major</i>	<i>BAR</i>
<i>Cholmondeley Avenue</i>	123	26	<i>Major</i>	<i>KGN</i>
Total km	0.75	164		
Miles	0.47			
Total Area m2	4,583			

* Reserve from 2020/21

Principal (A Road) Maintenance Programme 2021/22

Principal (A Road) Maintenance Programme (tbc)	Length (m)	Estimated Cost (£k)	Treatment	Ward
Total km				
Miles				
Total Area m2				

**Major resurfacing of short sections
2021/22**

Short Sections of Carriageway Resurfacing	Length (m)	Estimated Cost (£k)	Treatment	Ward
Sites to be prioritised in-year	tbc	150		-

Renewal of Road Markings 2021-22

Renewal of Road Markings	Length (m)	Estimated Cost (£k)	Treatment	Ward
Sites to be prioritised in-year	tbc	50		-

Public Realm improvements 2021/22

Public Realm Improvements	Length (m)	Estimated Cost (£k)	Treatment	Ward
Sites to be prioritised in-year	tbc	105		-

Injection Patching 2021/22

Injection Patching (Incl Traffic Management)	Length (m)	Estimated Cost (£k)	Treatment	Ward
Sites to be prioritised in-year	tbc	250		-

Condition Surveys 2021/22

Condition surveys	Length (m)	Estimated Cost (£k)	Treatment	Ward
Structural Highways Condition surveys	tbc	50		-


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APPENDIX C

WARD ABBREVIATIONS

<u>WARD</u>	<u>ABBREVIATION</u>
- ALPERTON	ALP
- BARNHILL	BAR
- BRONDESBURY PARK	BPK
- DOLLIS HILL	DOL
- DUDDEN HILL	DNL
- FRYENT	FRY
- HARLESDEN	HAR
- KENSAL GREEN	KGN
- KENTON	KEN
- KILBURN	KIL
- MAPESBURY	MAP
- NORTHWICK PARK	NPK
- PRESTON	PRE
- QUEENS PARK	QPK
- QUEENSBURY	QBY
- STONEBRIDGE	STN
- SUDBURY	SUD
- TOKYNGTON	TOK
- WEMBLEY CENTRAL	WEM
- WELSH HARP	WHP
WILLESDEN GREEN	WLG

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	Cabinet 13 th September 2021
	Report from the Strategic Director of Regeneration and Environment
Parks Service Capital Funding for Improvement Works	

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:	None
Background Papers:	1) Parks Improvement Project Update Briefing Note 2) Capital Investment Panel Parks Improvement Proposal Paper
Contact Officer(s): (Name, Title, Contact Details)	Kelly Eaton Parks, Policy and Projects Manager Tel: 020 8937 5565 kelly.eaton@brent.gov.uk

1.0 Purpose of the Report

- 1.1 A proposal for Capital Investment in our Parks Service of £1.43M to allow for essential improvements across a number of parks and allotment sites

2.0 Recommendations

That Cabinet:

- 2.1 Approve Council borrowing of £1.43M to allow the Parks Service to carry out a number of urgent infrastructure improvements that are required in a number of locations across the borough.

3.0 Detail

- 3.1 The Parks Service is seeking to invest in and improve various areas of aging infrastructure across the borough's parks; including pathways and playgrounds. The Parks Service would also seek to install a number of new welcome notice boards with improved maps of each location, wildflower meadow information boards and to make infrastructure improvements to our allotments with new fencing, pathways and new sustainable toilets.
- 3.2 The Parks Service revenue budget has been reduced in the last few years and much of the revenue budget is being spent on continual repairs of wearing infrastructure. Investment is sorely needed to prevent continual maintenance and to allow our parks to have pathways and playgrounds that are safe to use for all who visit.
- 3.3 The Parks service has received many requests for repair and investment from local ward councillors and residents. Those areas, which have received the most correspondence, as well as pose the highest risk to park users of injury and insurance claims are detailed in paragraph 3.4 below.
- 3.4 The investment would allow for the following improvements to be undertaken.

Project	Cost
Parks Pathways replacements (numerous locations)	£239,544
Allotments Pathways, fencing and toilets (numerous locations)	£235,700
Children's Playgrounds – resurfacing and new equipment at Roundwood and Tiverton	£511,000
Biodiversity Education and Welcome Boards across all meadow areas	£280,000
CCTV in all Parks Pavillions	£117,550
Drainage system at Eton Grove Pavillion	£45,000
TOTAL	£1,428,794

Parks Pathways.

- 3.4.1 There are six main pathways in different parks that are in desperate need of replacement. Some are full of potholes; some are ridged and cracked and some are overgrown and becoming trip hazards. The pathways are in the following parks:
- Leybourne Open Space access path;
 - Roe Green desire line pathway from Kingsbury High Road to the walled garden;
 - Gladstone Park main path from the station bridge to the centre of the park;
 - Neasden Recreation Ground pathway to the reservoir;
 - Longstone Avenue entrance pathway; and
 - the pathway next to the school at King Edward VII Wembley.

Some of the paths will be replaced with tarmac, others with Breendon gravel, which better supports drainage of rain water and heavy downpours. The total cost of pathway replacement is £239,544.

Allotments improvement works.

- 3.4.2 There are six allotment sites, which require lengths of new pathways in Breendon gravel to improve accessibility for tenants. The cost of this work is £110,000. There is also boundary fencing works required at a further six sites at a total cost of £68,700.
- 3.4.3 Officers would also like to install three new waterless toilets in the last three of our allotment sites that have no toilet provision. The toilets are environmentally friendly and allow site users to remain on site for much longer at each visit. The cost of installation of three sites will be £30,000.
- 3.4.4 There is one further project required in our allotments, which is to create a car parking space within Cecil Road allotment site and improved Public Right Of Way access. Creation of this car parking area will resolve a longstanding issue of a lack of parking for tenants of this site and will cost around £27,000.

Children's Playgrounds.

- 3.4.5 The safety surfacing is deteriorating in a large number of children's playgrounds in our parks. Funding is sought to replace the safety surfacing rather than carry out patch repairs, which tend to cause additional issues across the surface. The total cost of resurfacing across 20 sites will be £131,000.
- 3.4.6 In addition, Officers would like to overhaul the play equipment in Roundwood Park, and add in one or two new pieces in Tiverton Playgrounds, something that we have had discussions with over the last year with the local residents association. The expected expenditure on this project is around £380,000.

Meadow area educational boards and new parks welcome boards.

- 3.4.7 The wildflower meadows have been very successful and we are now looking to install educational information boards to advise visitors of the flowers and wildlife they can expect to find at each location. We are looking to install between one and two information boards per location and further would like to design and create new welcome boards for the main parks with meadows that provide visitors with an overview map of the map detailing the available facilities. The expected cost of design, creation and installation of these boards is £280,000.

CCTV upgrade in Parks Pavilions.

- 3.4.8 The Council's pavilions are subject to multiple incidences of vandalism, whether it is windows being smashed, graffiti or guttering and roof tiles being damaged deliberately. The pavillions have a very antiquated CCTV system; and Officers are looking to upgrade the system at each location and link in where possible to the council's CCTV room. The cost of providing this at each location is £4,650. There are seven pavillions that Officers would seek to carry out this upgrade to; bringing the cost to £32,550.

- 3.4.9 In addition, because of a number of specific anti-social behaviour issues at Northwick Park and Gladstone Park; Officers would seek to install one directional post CCTV camera; directly linked to the council's control room at an estimated cost of £85,000, which will include all electrical work and connections with UKPN.

Redevelop the drainage system at Eton Grove Pavillion.

- 3.4.10 The Parks Service has been unable to hire out Eton Grove Pavilion for cricket bookings for the last two years because of a problem with the clean and foul water drainage systems. When the pavillion was renovated about five years ago, it was not connected to the mains water system and a cesspit was installed. However, there is an issue with the cesspit in that it is filling up with clean water from an unknown source at an excessive rate of flow, meaning that the pavillions cannot be opened or used. As well as this resulting in a loss of amenity to the community, this is creating a loss of income for the Parks Service in a lack of cricket bookings. Multiple investigations into the cause of the issue have failed to come up with a solution, other than completely remove the cess pit and seek a full mains connection for all water sources from the pavillion. The estimated costs of this project are around £60,000,

- 3.5 The proposed funding will also provide for increased use of the council's parks, as was demonstrated during the pandemic in 2020. Our parks had never been busier and investment is sorely needed at a level that cannot be provided through revenue and annual maintenance alone.
- 3.6 The service will ensure that spending does not exceed the amount committed to the capital projects in this report.

4.0 Funding Options Considered

- 4.1 The Parks Service has confirmed that neither strategic CIL nor s106 funding is available for the scope of these improvements. S106 funding is not available at the moment until a bidding process opens in November 2021. Strategic CIL is to be used for the creation of new infrastructure, rather than for the projects highlighted in this report.
- 4.2 The Parks Service has also worked with Finance to examine all existing Public Realm Capital projects to identify any possible underspends that could be utilised, however enquiries with project leads and Heads of Service clarified that full spend was expected on all projects this financial year.

5.0 Financial Implications

- 5.1 There will be £1.43 million required to fund the necessary improvements in the parks service area.
- 5.2 Expenditure is due to start in the current financial year at a number of locations.

- 5.3 The project will be funded through prudential borrowing.
- 5.4 The funding supports the borough plan objective for a cleaner, more considerate Brent, by ensuring that our parks are in the best condition possible for visitors.

6.0 Legal Implications

- 6.1 In accordance with paragraph 31 of the Scheme of Transfers and Virements under Standing Order 20(l) of the Constitution:

Where new Capital projects, are identified during the year, the Cabinet may commit new expenditure provided that:

- (a) Spending commitments in future years are not made beyond the resources already committed to the relevant projects/programmes within the Capital Programme;
 - (b) The cost of any new borrowing is affordable and prudent;
 - (c) The new spending meets objectives set out in the Borough Plan.
- 6.2 Subject to Cabinet approval of the recommendation, a range of contracts will need to be procured pursuant to delegated powers to undertake proposed works

7.0 Equality Implications

- 7.1 The Council must, in the exercise of its functions, have due regard to the need to:

- (a) eliminate discrimination, harassment and victimisation
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it,

pursuant to s149 Equality Act 2010. This is known as the Public Sector Equality Duty.

- 7.2 The Public Sector Equality Duty covers the following nine protected characteristics: age, disability, marriage and civil partnership, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 7.3 The purpose of the duty is to enquire into whether a proposed decision disproportionately affects people with a protected characteristic. In other words, the indirect discriminatory effects of a proposed decision. Due regard is the regard that is appropriate in all the circumstances.

7.4 The proposals in this report have been subject to screening and officers believe that there are no adverse equality implications. The improvements will benefit all visitors to parks.

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

8.1 None.

9.0 Proposed Consultation with Ward Members and Stakeholders

9.1 None. Some ward councillors and numerous parks stakeholders have requested the improvements on numerous occasions. The works are considered to be a priority for the Parks Service.

Report sign off:

Alan Lunt

Strategic Director of Regeneration and Environment



**Briefing Note for:
Capital Programme Board**

30th June 2021

Parks Improvement Project Update

Contact Officer(s):	Kelly Eaton, Parks, Policy and Projects Manager
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1.0 Introduction

In January 2021, a paper was brought to Capital Programme Board, seeking funding of just under £1.5M for a range of essential improvements required to a number of the borough's parks.

2.0 Background

Minutes from the meeting in January advised that whilst the funding and projects were endorsed, work would be required to seek any existing underspend within projects across the Public Realm that could contribute to the cost of the project and therefore reduce the amount borrowed. An option to investigate whether invest to save principles could also be utilised for the Eton Grove project were to be considered.

3.0 Overview

The service has confirmed that neither strategic CIL nor s106 funding is available for the scope of these improvements. S106 funding is not available at the moment whilst expired projects are under legal review and are generally restricted to areas where there has been development. Strategic CIL is to be used for the creation of new infrastructure, rather than for the projects highlighted in the previous report and mentioned again in the table at the end of this section.

The service has also worked with finance to examine all existing Public Realm Capital projects to identify any possible underspends that could be utilised. Four projects were identified as requiring further investigation; Air Quality monitoring, Vale Farm Sports Centre, Gladstone Park Tennis Courts and Footways Reconstruction, however enquiries with project leads and Heads of Service clarified that full spend was expected on all projects this financial year.

The board requested that consideration be given to Invest to Save options for the £60K required for Eton Grove. No other projects proposed have any options to bring in revenue as a result of the expenditure.

Having looked at the options for income generation at Eton Grove, at present the only income is from hiring of the cricket table and pavilion during May to September. This

generates an annual estimated income of £5,385. Over a three year period this would equate to £16,155, providing a return of 26% of the value of the loan. There is potential to hire out the pavillion for separate functions; however, given the close proximity to residential properties, evening functions could not be considered as a viable option.

An alternative option would be for further investigation as to whether the pavillion could be leased as a commercial enterprise; such as a café. However, the income would be diverted to property services rather than the parks service, as they manage all commercial enterprises within Parks and the process of marketing and finding a suitable operator could take some time. Alternatively, the pavillion could be hired on a day rate for small events at a rate of £220 per day. Uptake is not high at the moment for this service, so the return to save income is not guaranteed. If there were five events a year, that would equate to £3,300 over a three year period.

For ease of reference, the projects are listed below. The last project related to Eton Grove is the only one which has the potential to facilitate an invest to save borrowing option, but figures provided above do not project a high level of income generation.

There is one further capital project with funding already allocated for Eton Grove. This currently has an underspend of £30k. Half of this amount has just been allocated to some further improvement works, leaving a potential £15K to be used towards the drainage project, potentially reducing the amount required to be borrowed.

The Parks service, therefore recommends a small reduction the amount borrowed for Eton Grove, from £60K to £45K. This would allow for an invest to save return of 35% over a three year period.

Project	Cost
Parks Pathways replacements	£239,544
Allotments Pathways, fencing and toilets	£235,700
Children's Playgrounds – resurfacing and new equipment	£511,000
Biodiversity Education and Welcome Boards	£280,000
CCTV in Parks Pavillions	£117,550
Drainage system at Eton Grove Pavillion	£45,000
TOTAL	£1,428,794

4.0 Recommendations

That the board advise whether Eton Grove drainage system works be included as part of the main borrowing option, or advise whether the reduced amount of £45K for Eton Grove be separately borrowed on an invest to save basis.

If invest to save is not an option, this report requests that the Capital Programme Board confirms that the full amount of £1.43M can be borrowed, to allow the projects detailed in the table to commence this financial year.



Capital Investment Panel

26th January 2021

**From Kelly Eaton – Parks, Policy
and Projects Manager**

For Action

Wards affected:
All

Parks Improvement Programme Business case

1.0 Summary

The Parks Service is seeking to invest in and improve various areas of aging infrastructure across the borough's Parks; including pathways and playgrounds. Funding would also seek to install a number of new welcome notice boards with improved maps of each location, wildflower meadow information boards and to make infrastructure improvements to our allotments with new fencing, pathways and new sustainable toilets.

- 1.1** The Parks revenue budget has been reduced in the last few years and much of the revenue budget is being spent on continual repairs of wearing infrastructure. Investment is sorely needed to prevent continual maintenance and to allow our parks to have pathways and playgrounds that are safe to use for all who visit.
- 1.2** The service has received many requests for repair and investment from local ward councillors and residents. Those areas, which have received the most correspondence, as well as pose the highest risk to park users of injury and insurance claims are detailed below.
- 1.3** The Parks Service is seeking alternative funding through CIL and S106 for other projects in some of our parks; mainly in the Alperton ward, however the projects proposed in this plan are very wide ranging and affect a number of wards and there are no other sources of finance currently available.
- 1.4** A request is sought therefore for Capital funding equating to a total of £1.5m, encompassing six separate projects. The funding will allow the improvement works to be undertaken across the 2021/22 financial year.

- 1.5** The funding will also provide for increased use of our parks, as was demonstrated during 2020. Our parks had never been busier and investment is sorely needed at a level that cannot be provided through revenue and annual maintenance alone.
- 1.6** A wide range of projects are scoped in this document, which will allow for a greater number of improvements across a variety of parks and allotments in the borough. S106 and CIL funding is more ward specific, hence this request to allow borough wide improvements.

2.0 Recommendations

That the Investment Panel:

- 2.1** Approve the projects detailed below totalling £1.5m, to allow all projects to proceed during 2021/22 financial year.

3.0 Detail

The Parks Service is seeking funding for six separate project areas that together come to just under £1.5m. Detail of each of the six projects and its relevant costing is provided below. A table is also included below to allow ease of reference regarding each project and its associated cost.

Project	Cost
Parks Pathways replacements	£239,544
Allotments Pathways, fencing and toilets	£235,700
Children's Playgrounds – resurfacing and new equipment	£511,000
Biodiversity Education and Welcome Boards	£280,000
CCTV in Parks Pavillions	£117,550
Drainage system at Eton Grove Pavillion	£60,000
TOTAL	£1,443,794

Parks Pathways. There are six main pathways in different parks that are in desperate need of replacement. Some are full of potholes; some are ridged and cracked and some are overgrown and becoming trip hazards. The pathways are in the following parks. Leybourne Open Space access path, Roe Green desire line pathway from Kingsbury High Road to the walled garden, Gladstone Park main path from the station bridge to the centre of the park, Neasden Recreation Ground pathway to the reservoir, Longstone Avenue entrance pathway and the pathway next to the school at King Edward VII Wembley. Some of the paths will be replaced with tarmac, others with Breedon gravel, which better supports drainage of rain water and heavy downpours. The total cost of pathway replacement is £239,544.

Allotments improvement works. There are six allotment sites, which require lengths of new pathways in breedon gravel to improve accessibility for tenants. The cost of this work is £110,000. There is also boundary fencing works required at a further six sites at a total cost of £68,700.

We would also like to install three new waterless toilets in the last three of our allotment sites that have no toilet provision. The toilets are environmentally friendly and allow site users to remain on site for much longer at each visit. The cost of installation of three sites will be £30,000.

There is one further project required in our allotments, which is to create a car parking space within Cecil Road allotment site and improved PROW access. Creation of this car parking area will resolve a longstanding issue of a lack of parking for tenants of this site and will cost around £27,000.

Children's Playgrounds. The safety surfacing is deteriorating in a large number of children's playgrounds in our parks. Funding is sought to replace the safety surfacing rather than carry out patch repairs, which tend to cause additional issues across the surface. The total cost of resurfacing across 20 sites will be £131,000.

In addition, we would like to overhaul the play equipment in Roundwood Park, and add in one or two new pieces in Tiverton Playgrounds, something that we have had discussions with over the last year with the local residents association. The expected expenditure on this project is around £380,000.

Meadow area educational boards and new parks welcome boards. The wildflower meadows have been very successful and we are now looking to install educational information boards to advise visitors of the flowers and wildlife they can expect to find at each location. We are looking to install between one and two information boards per location and further would like to design and create new welcome boards for the main parks with meadows that provide visitors with an overview map of the map detailing the available facilities. The expected cost of design, creation and installation of these boards is £280,000.

CCTV upgrade in Parks Pavilions. Our pavilions are subject to multiple incidences of vandalism, whether it is windows being smashed, graffiti or guttering and roof tiles being damaged deliberately. Our pavilions have a very antiquated CCTV system; and we are looking to upgrade the system at each location and link in where possible to the council's CCTV room. The cost of providing this at each location is £4,650. There are seven pavilions that we would seek to carry out this upgrade to; bringing the cost to £32,550.

In addition, because of a number of specific anti-social behaviour issues at Northwick Park and Gladstone Park; we would seek to install one directional post CCTV camera; directly linked to the council's control room at an estimated cost of £85,000, which will include all electrical work and connections with UKPN.

Redevelop the drainage system at Eton Grove Pavillion. The Parks service has been unable to hire out Eton Grove Pavilion for cricket bookings for the last two years because of a problem with the clean and foul water drainage systems. When the pavillion was renovated about five years ago, it was not connected to the mains water system and a cesspit was installed. However, there is an issue with the cesspit in that it is filling up with clean water from an unknown source at an excessive rate of flow, meaning that the pavillions cannot be opened or use. This is creating a loss of income for the parks service in a lack of cricket bookings, Multiple investigations into the cause of the issue have failed to come up with a solution, other than completely remove the cess pit and seek a full mains

connection for all water sources from the pavillion, The estimated costs of this project are around £60,000,

3.1 Objectives

The main objective of the improvements is to allow for the largest projects within Brent Parks to be carried out with capital expenditure rather than revenue. The Parks Budget is minimal and constant repairs to an old infrastructure is draining the budget. The aim of this bid is to invest in capital projects that will seek to improve and develop the existing facilities rather than spend small but regular amounts in continual maintenance.

Investment in our parks is essential. This year has demonstrated the high demand that as required of our parks and open spaces. Such high demand requires a quality infrastructure with pathways that are flat to allow for walking, cycling and jogging. It also requires the surfaces of our playgrounds to be safe for use by children and our pavillions to be protected from vandalism. We also want to be able to provide education to visitors about the biodiversity to be found when visiting and enhance their experience.

3.2 Options Appraisal

In taking a 'do nothing' approach, the existing infrastructure will continue to require constant repairs, draining the revenue budget; which has already been reduced by £200k in previous efficiency savings activities. Pathways will continue to deteriorate and crack, the service will continue to receive complaints about failing infrastructure and we are risk of health and safety issues in our playgrounds and insurance claims. The surfacing of many children's playgrounds is becoming lifted at edges, creating potential trip hazards in areas that should be safe for children to run around in. We are also receiving many complaints about pathways, which are dangerous to those with mobility issues, or creating trip hazards for park users. We do not want to have to deal with insurance claims about people falling over and injuring themselves due to a lack of maintenance. We have already had to respond to one such claim and if we do nothing, the service is at a higher risk of receiving more, similar insurance claims.

Alternative sources of finance are limited on the scale that is required to invest in our parks and allotments as set out in this paper.

If there is no investment in our parks, we will only be able to continue to carry out minor repairs and it will take many years to conduct the projects set out above, whilst further deterioration also takes place.

Investment is sought to ensure that the maintenance budget is spent on carrying out tree works and other general maintenance issues that occur on a daily basis, but are not substantial infrastructure projects.

3.3 Benefits to council

Description of Benefit	Financial/ non-financial benefit?	Estimated benefit amount?	When will the benefit be realised?	One-off or recurring?
Improved infrastructure for parks visitors and allotment users with a reduced risk of insurance claims and adverse press.	Non-financial	Visitors will be able to enjoy improved facilities and their visits will be enhanced by a reduction in trip hazards and an improved visual appearance. We are likely to see a reduction in possible insurance claims and an increase in positive press which is invaluable.	2021/22	Recurring
Improved opportunities for income generation	Financial	Improved facilities would lead to increased revenue to the parks service; by the ability to be able to lease out Eton Grove pavilion to cricket players in 2021.	2021	Recurring
Educational opportunities for residents to understand the range of wildflowers and nature in our meadow areas	Non-financial	There is a large benefit in connecting people to nature in our parks.	2021	Recurring
Improved reputation as a borough that is shown to invest in it green spaces for the benefit of all visitors	Non-financial	There is no price that can be associated with good press and reviews from local residents, but word will spread very quickly that we are a borough that truly values its green spaces.	2022	Recurring

3.4 Alignment with strategic objectives

The above project contributes specifically towards the following Council strategic objectives of:

- 1) A borough where we can all feel safe, secure, happy and healthy
- 2) Strong Foundations

3.5 Timescales

The key milestones are set out in the table below.

Milestone	Start	Finish
Project placed on the Capital Pipeline	December 2020	December 2020
Project approval at Capital Investment Panel/PCG	January 2021	January 2021
Project able to start with seeking quotes for surveys	April 2021	April 2021
Project Completion	March 2022	March 2022

3.6 Procurement

The Council's internal procurement process will be followed with regards seeking quotes and where necessary, tenders, for the works to be carried out. Many quotes have already been obtained from contractors to allow for more accuracy in costing the total proposal.

3.7 Risks

Risk/issue description (incl. impact)	Planned mitigation or resolution	Owner
That only some of the projects are approved for funding.	To seek alternative sources of funding to allow investment to be made in all the areas mentioned in this proposal.	Kelly Eaton
That none of the projects are approved for funding.	Parks infrastructure will continue to deteriorate putting incredible pressure on the revenue budget. Only emergency works will be able to be undertaken during the next financial year.	Kelly Eaton
Health and safety risk of injury to park users and children in playgrounds	Playgrounds and pathways that are considered to be unsafe will need to be closed.	Kelly Eaton
A higher amount of insurance claims are received in relation to injuries caused by our damaged pathways or playgrounds	Invest in the areas mentioned in this report to prevent the risk of claim. The other mitigation is to start to close playground areas and pathways that we cannot afford to repair.	Kelly Eaton
Our reputation is damaged because of a serious injury sustained in our parks because we are not choosing to invest	Invest in the areas that are mentioned in this report to demonstrate that we are investing in our parks for the	Kelly Eaton

and are only patching up problems. With greater usage of our parks, and others, we will be compared to other boroughs very quickly concerning the condition of our parks. Social media now allows for very fast communication about a problem as well as about good news.	benefit of all visitors. Without the investment, we will need to start closing areas of parks to the public, which will cause reputation damage that is difficult to come back from.	
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3.8 Assumptions

The main assumption is that if there is no investment made into the capital works required, the basic infrastructure of our parks will continue to deteriorate. The Parks revenue budget is insufficient to continue to carry out minor repairs to patch up the issues that area raised in this report. The assumption is that this investment in our parks will allow us to develop public interest in our open spaces and demonstrate to local residents that are serious about providing safe, well-maintained green spaces for them to enjoy.

It is expected that all work will be undertaken within the budget sought.

4. Financial Implications

4.1 The Parks Service is looking for capital funding where there is no available CIL or S106 funding. Working closely with colleagues in Regeneration there are a number of parks where s106 and CIL funding is available to allow for larger scale improvement projects; mainly in the Alperton ward. These projects and those with separate identifiable funding opportunities have been excluded from this proposal; leaving only those projects which require serious capital investment.

4.2 Development Appraisal

The Council has experienced officers who have managed projects of this nature previously and the work will greatly improve the facilities available to all visitors to our parks and open spaces.

5. Legal Implications

None.


6. Diversity Implications

The suggested improvements will allow for DDA compliant pathways to replace existing pathways which are overgrown, cracked and uneven. The improvements suggested to the playgrounds will allow for new equipment to be installed which will widen the range of play equipment that can be used by children with disabilities.

7. Staffing/Accommodation Implications (if appropriate)

None

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 Brent	Cabinet 13 th September 2021
	Report from the Strategic Director of Children and Young People
Brent Youth Strategy and Delivery Plan	

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:	Two Appendix A - Draft Brent Youth Strategy Appendix B - Draft Youth Strategy Delivery Plan
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Nigel Chapman Operational Director, Integration and Improved Outcomes Tel: 020 8937 4456 nigel.chapman@brent.gov.uk

1.0 Purpose of the Report

- 1.1 The purpose of this report is for Cabinet to review the Brent Youth Strategy and Delivery Plan, which fulfils the recommendation of the Independent Brent Poverty Commission for the council to bring together a statutory-led “Youth and Community Strategy for Young People” in Brent.

2.0 Recommendations for Cabinet

- 2.1 Cabinet is recommended to note and endorse the Brent Youth Strategy and Delivery Plan, as set out in the accompanying documents.

3.0. Detail

- 3.1 Local Authorities have a responsibility under section 507b of the Education Act 1996 (as amended by Education and Inspections Act 2006) to secure, so far as reasonably practicable, sufficient educational and recreational activities which are for the improvement of young people's well-being, personal and social development, and sufficient facilities for such activities for young people aged 13 – 19, (or up to 25 for young people with additional needs). There is no requirement to directly fund or deliver services to a particular level (or at all).
- 3.2 In the context of reduced budgets for non-statutory services and increasing demand within statutory children's services, the council has been reshaping its approach to youth services since 2015. Most recently this has included an enhanced focus on work to support the local youth sector and develop innovative new partnerships, for example, at the Roundwood Alternative Provision School, in parallel to the ending of council run and directly funded youth services.
- 3.3 In August 2020 the Independent Brent Poverty Commission published its findings following a six-month review. The report included over 40 recommendations designed to help tackle the causes and consequences of poverty in Brent, including a recommendation for the council to bring together a statutory-led "Youth and Community Strategy for Young People" in Brent.
- 3.4 In September 2020, the Strategic Director of Children's Services commissioned the corporate Transformation Team to work with CYP leads and partners in developing the Brent Youth Strategy as the vehicle that will drive and coordinate local youth provision to achieve this recommendation.
- 3.5 This work began with a strategic partners' kick-off workshop in October 2020, attended by approximately 20 senior Brent and partner leads, to develop the approach and galvanise support. This was followed by wide ranging and comprehensive engagement with young people throughout late 2020 and early 2021, ensuring opportunities for them to co-develop the strategy at every step. An overview of the approach is included within the strategy document.
- 3.6 The multi-agency Early Help and Prevention Group (EHPG) - a council-led group, chaired by the Statutory Director (CYP), including lead officers from CYP, Public Health, Community Safety and Employment and Skills services, alongside key representatives from partners including the Police, Health and the Voluntary and Community sector - has overseen development of the strategy. In March 2021 the EHPG endorsed the draft strategy - subject to the development of the accompanying delivery plan.
- 3.7 In early May 2021 a delivery plan development workshop, attended by approximately 20 senior Brent and partner representatives, was undertaken. The

outputs were developed into the draft delivery plan, which was subsequently reviewed and endorsed by the EHPG.

- 3.8 Following further Member and senior officer feedback the draft strategy and delivery plan were refined to ensure greater alignment with relevant planned and in-progress activity including BCAP, other council recovery projects, connectivity to new health Integrated Care Systems and further education settings as well as clarification of the funding position.
- 3.9 Pending Cabinet approval, implementation of the delivery plan will commence by establishing a small group of Brent and partner leads to drive and coordinate activity. This will include an official launch of the strategy and the recruitment to a designated post within CYP Early Help, within existing resources, which will have lead responsibility for coordinating the work of the delivery plan. Regular feedback will also be provided to young people in those groups who contributed to the development of the strategy.

4.0 Financial Implications

- 4.1 There are no direct financial implications arising from this report. The realisation of the delivery plan will be funded from existing resources and grants within the CYP department Early Help service budgets.

5.0 Legal Implications

As described in paragraph 3.1 above.

6.0 Equality Implications

- 6.1 The primary tool for the Youth Strategy engagement process was a short survey, which was co-designed by 30 local young people who attended the November 2020 Children's Commissioner Takeover Day. This survey was promoted via the young people who developed it, young leaders and key stakeholders including: schools and colleges, PRUs, statutory partners, voluntary and community sector networks and Brent services (including YOS and LAC officers / mentors) – all were tasked with encouraging and supporting responses from the young people they engage or work with to ensure extensive opportunities for all young people to contribute to co-designing the strategy. Over 650 surveys were completed, after which the responses were themed and played-back to different groups of young people at focussed sessions designed for more in depth discussion. This included a virtual session with Brent River College, YBF ambassadors, Brent Youth Parliament and Bang Edutainment.
- 6.2 Development of the Youth Strategy has been in parallel to the forthcoming updated Brent SEND strategy, which has used an aligned engagement approach with tailored questions to ensure maximum responses. The views of young people who contributed to the SEND strategy have also been included in development of the Youth Strategy.

- 6.3 The Youth Strategy goals and delivery plan actions seek to improve outcomes for all local young people in direct response to their expressed views. This includes developing increasingly inclusive and engaging recreational opportunities and supporting the development of modern and accessible youth-dedicated spaces.

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

- 7.1 There are none.

8.0 Proposed Consultation with Ward Members and Stakeholders

- 8.1 The council has a statutory duty to take steps to ascertain the views of relevant young people about positive leisure time activities and ensure that their views are taken into account. In developing this strategy with local young people, this has been achieved through co-designed approaches that have captured the views of a wide range of young people. The collective voice of these key stakeholders is articulated throughout the strategy and responded to through its goals and delivery plan. A shorter version of the Youth Strategy, designed for young people, will be produced by the end of 2021 to enable the continuation of effective engagement.
- 8.2 The Lead Member for Children's Safeguarding, Early Help and Social Care has supported the development of the strategy, including participation at the November 2020 Children's Commissioner Takeover Day. Regular updates will be provided to the Lead Member about the progress towards fully implementing the strategy, which is being overseen by the EHPG as outlined above.

Report sign off:

Gail Tolley

Strategic Director, Children and Young People

Brent Youth Strategy
2021 – 2023

Foreword

When I was growing up in Brent, the youth services on offer were a huge lifeline for me, and many thousands of other young people like me. Today, as a Cabinet Member I'm very honoured to have the opportunity to introduce a new Brent Youth Strategy to reinvigorate our services for the next generation.

This strategy belongs to the young people of Brent. At every stage it was designed to represent their voices. The ideas and opinions we heard underpin both the strategy and our plan for delivery. I would like to thank every young person who took part for their time, energy and commitment.

The Independent Brent Poverty Commission, which reported in 2020, was a hugely impressive and important piece of work. It laid bare the huge challenges many people – especially the young – face in our borough. I am determined that we will not shirk from this challenge and am pleased that this strategy starts to set out how the council will work together in tackling poverty, inequality and social exclusion to improve outcomes for local young people.

But the council cannot achieve all of this on our own. This is why we collaborated closely with partners, including the voluntary sector, across Brent. I know that, as we work to deliver on the commitments in this strategy, our partnerships will grow and develop still further.

Central to our vision is a long-term approach. I want this strategy to make a difference in our borough for many years, so, I am pleased it will provide a statutory framework that will support future funding bids and improve service co-ordination.

Brent is a young, diverse and vibrant borough. Its young people are conscientious, articulate and determined. They deserve the very best we can offer and I am confident this strategy will deliver just that.

A handwritten signature in black ink, which appears to read 'Mili'.

Cllr Mili Patel

Cabinet Member for Children's Safeguarding,
Early Help and Social Care

Purpose

Youth provision plays a vital role in the lives of young people; helping them to develop relationships, reach their full potential and become active members of their communities.

For youth services, local authorities have a statutory duty to secure access to positive activities, including educational and recreational leisure-time activities, 'so far as reasonably practicable'. This qualifier means that there is significant variance in national and regional arrangements for youth provision, generally reflecting available resources.

In Brent, youth provision is successfully delivered by a wide range of skilled and passionate individuals, groups and organisations of all sizes. This includes many trusted and high-quality offers that engage and support young people in their communities and across the borough; delivering activities and improving wellbeing. These partners have strong links and collaborative relationships with many Brent services - including those that support vulnerable and disadvantaged young people - to help plan, coordinate and promote provision.

This strategy has been co-developed and co-produced by local young people to ensure their youth provision can best meet their collective needs and enable all of Brent's young people to thrive.

It has been produced in response to the recommendations of Brent's Independent Poverty Commission, aimed at helping reduce poverty, inequality and social exclusion across the borough.

Brent's Young People

Population¹	Special educational needs and / or disabilities²
There are around 28,400 young people aged 13-19 in Brent – this group makes up around 8% of the Brent population	2,805 young people aged 0-25 are supported through an EHCP (education, health and care plan)
Diversity - ethnicity³	Diversity - language⁴
Over three quarters of Brent pupils (77%) are from Black, Asian and Minority ethnic groups including 33% from Asian groups and 23% from Black ethnic groups	Over two thirds of Brent pupils (68%) have a first language other than English . In total, around 150 different languages are used by Brent pupils

¹ Greater London Authority, 2018-based projection for 2020, BPO variant

² Brent ECHP return to DFE, February 2021

³ Pupil Census, Brent, January 2020 (figures for Brent pupils who are also resident in Brent)

⁴ Pupil Census, Brent, January 2020 (figures for Brent pupils who are also resident in Brent)

Child Poverty⁵	School attainment⁶
<p>Around 22% of children in Brent live in poverty. This rises to 43% where housing costs are considered</p>	<p>Brent pupils have a 0.47 average Progress 8 score – around half a grade more progress in each of their eight subjects at secondary school than pupils nationally</p> <p>Brent pupils have an average 50.2 Attainment 8 score – above both the London and national averages</p> <p>On average, Brent pupils attain a grade C in each of their three A Level subjects – equal to both the London and national averages</p>
NEET⁷	Exclusions⁸
<p>The proportion of 16/17 year olds not in education, employment or training is 1.4%.</p> <p>For London the proportion is 1.8% and nationally it is 2.6%</p>	<p>0.14% of pupils are permanently excluded from Brent Secondary schools</p> <p>For England as a whole this is 0.20%</p>
Youth Offending⁹	In Care¹⁰
<p>Youth reoffending rates in Brent have been declining over recent years, but a small minority of young people are at risk of gang violence, sexual exploitation and substance misuse.</p>	<p>38 out of every 10,000 children in Brent are in care.</p> <p>For England as a whole this is 67 out of every 10,000 children.</p>

Approach

From its earliest stages, this strategy has been developed in partnership with local young people to ensure they have steered its focus and their collective voice is at its heart.

This has been achieved through a co-designed engagement and strategy development approach that began with targeted sessions with Brent Youth Parliament, Young Brent Foundation Young Ambassadors and Care in Action groups. These sessions gathered initial feedback and tested online engagement approaches to inform the design of the annual Children's Commissioners Takeover Day.

⁵ Brent Poverty Commission, 2020

⁶ DFE, latest available figures for 2018/19

⁷ IYSS, serverlac, latest available figures for 2019

⁸ DFE, latest available figures for 2018/19

⁹ Youth Justice Board, data for period 2016-2018

¹⁰ Public Health England, Child Health Profiles, 2020.

At Takeover Day 2020, hosted virtually for the first time due to pandemic restrictions, 30 young people representing six local schools and colleges collaborated in developing a bespoke engagement approach aimed at encouraging their peers to share their views and insights. Through tailored group exercises they created, tested and refined their own engagement questions, and developed vision statements and **key messages** intended to resonate with other young people.

“Use your voice, create your vision, shape your future and build a better Brent”

“You don’t have to be loud to be heard, you just need to use your voice and share your words”

“It’s time for you to take charge and help make the future better for young people.”

“Times are changing, YOU need to be heard.”

The main product from Takeover Day was a short, co-produced survey with questions designed to generate responses that would directly shape the strategy’s vision, themes and goals. The survey was promoted via the young people who developed it, young leaders and key stakeholders including: schools and colleges, PRUs, statutory partners, voluntary and community sector networks and Brent services – all were tasked with encouraging and supporting responses from the young people they engage or work with to ensure extensive opportunities to contribute.

High-level theming and analysis of all responses were coordinated by a young person on Brent’s supported internship programme – a programme for young adults aged between 16 and 24 with special educational needs and disabilities. Working closely with council officers, these themes were refined and draft strategic goals developed.

The final stages of co-development included focussed sessions with YBF Young Ambassadors, Brent Youth Parliament and Brent River College - where the groups reviewed and discussed themed survey responses, providing detailed feedback and new insights for each area - and an aligned, thematic engagement session facilitated by Bang Edutainment.

A vivid and recurring voice throughout co-production of this strategy is that it must only be the start of young people’s involvement - they must continue to influence it through oversight of the delivery plan and opportunities for co-delivery. Many local young people have already invested their time and energy in developing this strategy and are committed to ensuring its successful implementation.

At a strategic level, development of the strategy has been overseen by the Brent Early Help and Prevention Group - a council-led group, chaired by the Statutory Director of Children’s Services, including lead officers for Children and Young People, Public Health, Community Safety and Employment and Skills services, alongside key representatives from partners including the Police, Health and the Voluntary and Community sector. It has been further

shaped through workshops and meetings with strategic partners and local youth sector leads, including drawing on earlier and ongoing work in this sphere.

Vision

Young peoples' vision for their ideal Brent is:

- a place of endless opportunities, where young people are empowered to express themselves and dream big;

This includes:

- the necessary resources and support for every young person to achieve their highest ambitions;
- spaces and places where young people can be together, have fun and feel like they belong;
- active, caring and united communities, where everyone has a voice and is heard;
- a place of safety, happiness and peace;
- a clean and eco-friendly environment that is treated with respect by all;

Strategic context

In the backdrop of the global pandemic, the council has refined and refreshed its strategic focus from 2021 to take forward delivery of the five priorities set out in **Building a Better Brent**, the borough plan for 2019-2023. **Providing Youth Opportunities** is an area of enhanced focus, supporting the **Every Opportunity to Succeed** priority, with the desired outcome of increasing opportunities for children and young people to succeed. The implementation of this youth strategy will directly contribute towards achieving this outcome.

In early 2020, over six months, **Brent's Independent Poverty Commission** explored the ways in which the council could do more to reduce poverty, inequality and social exclusion amongst local people. This work spanned the dawning of the Covid-19 crisis and the first national lockdown. It recognised the disproportionate toll the pandemic was already taking on young people; stressing the importance of ensuring young people of all backgrounds can access activities, support and opportunities as crucial in tackling these issues. The Commission recommended development of this statutory-led youth strategy to help focus and coordinate efforts in this area.

Whilst the landscape for the introduction of this strategy is unprecedentedly challenging, it has not been developed from a standing-start. The borough is fortunate to benefit from an engaged youth sector, including a wide range of groups and organisations galvanised by the **Young Brent Foundation (YBF)** – a key Brent partner which, since its formation in 2016, has

been increasingly successful in supporting local youth-focussed VCS, not-for-profit and social enterprises to build capacity and support improved outcomes for local young people.

Working in close partnership with community organisations and representatives is an area of strength for Brent, including ongoing collaboration to deliver the **Brent Black Community Action Plan (BCAP)**, which was jointly developed in response to the inequalities highlighted by the **Black Lives Matter** movement. A primary aim of the BCAP is to improve outcomes for local young people in the black community; and many of the BCAP actions, which include enabling young people to explore and express their aspirations and make them aware of opportunities available to them, naturally dovetail with and support the goals of this youth strategy.

Brent's alternative provision and pupil referral units are increasingly engaging with a broader offer to provide an evolving wrap-around youth provision. The Roundwood Alternative Provision School, which opened in early 2021, working with the voluntary and community sector, provides an accessible outside-of-school-hours offer and is an example of how Brent has adapted its resources to meet changing needs. Ongoing work in exploring opportunities to develop a Youth Zone in Brent (in partnership with OnSide) further demonstrates the scale of local ambitions for building a better Brent for young people.

Brent Council has adopted a **contextual safeguarding** approach led at a senior level in the Council. Our contextual safeguarding approach recognises that we need to look beyond the family to keep young people safe. We know that risks exist to young people through peer group associations and within neighbourhoods, schools and colleges and public spaces where young people develop relationships and spend their leisure time. Young people know best where these risks exist and we are committed to listening to them and working with them to make Brent a place of safety, happiness and peace.

This strategy aligns with and was developed in parallel to the forthcoming Multi-Agency Early Help Strategy and the Brent SEND Strategy. The voices of young people included throughout this document include those who contributed to development of the Brent SEND strategy.

Themes and Goals

This strategy was developed with local young people during the global pandemic. Whilst the shadow of the pandemic inevitably influenced conversations, the primary focus of young people was on driving positive change to ensure a better future.

“We must not become victims of the pandemic – we must come out the end of it stronger than before.”

The strategy has been structured around eight key themes that emerged from the engagement process. These themes and their strategic goals overlap with and reinforce each other in achieving the young people's vision for their ideal Brent.

The themes and goals are validated throughout this document in the '**young people told us**' sections, which are a synthesis of the strongest views and insights gathered through engagement with young people.

Theme 1 – Engagement and voice

Brent has a number of established youth engagement forums including Brent Youth Parliament, Care in Action, Young Brent Foundation (YBF), Blueprint Collective, Young People Thrive, school councils and the SENDIASS youth forum; where young people play active roles in influencing decision making and tackling the issues that matter to them.

The voluntary nature of youth engagement requires innovative approaches to increase participation and amplify voices that may otherwise not be heard. Recent projects led by YBF and local youth sector partners have reinforced the crucial role of detached and outreach work in different communities to connect with more young people and understand their needs and aspirations.

"Engagement is well and good, but engagement needs to come with empowerment..."

"I'd feed into my community if it was easier to do..."

"In a year's time we could be the ones doing the chats and being given the platforms..."

"I enjoy talking to my friends. And my Disability Sports club."

Young people told us...

- We must ensure that all engagement comes with empowerment, including opportunities for increased responsibility and equipping young people with the tools to do more things autonomously in and for their communities.
- Familiar faces, including other young people, breeds trust and understanding that can unlock richer insights. These faces should be empowered to lead engagement across communities and develop relevant skills including public speaking, hosting talks, active listening and facilitating workshops.
- Routes in to and promotion of engagement should clearly demonstrate the value of young people's time, including how their views will be translated into action and how

they as individuals will tangibly benefit – there needs to be relevant and appealing answers to “why should I give you my time?”

- Incentives can take many forms but should consider access to resources, power and support to implement things themselves, opportunities for peer to peer collaboration and holding decision-makers to account.
- Youth engagement needs a greater and more effective social media presence and there are many untapped opportunities to explore through digital engagement. The landscape for discussion is changing and online communities have become increasingly important. Young people are rapidly adopting new platforms and engagement approaches need to reflect this to ensure all young people can share their voices through their preferred channels.
- Barriers and resistance to engagement are wide ranging and include lack of trust, digital poverty, consultation fatigue and perceptions that some forums may require a high level of understanding (and are therefore intimidating). These need to be addressed.

Theme 2 – Activities

Recreational, cultural and sporting activities and events can be enriching and rewarding experiences. High quality, inclusive and diverse offers that appeal to young people of all backgrounds are essential in enabling them to lead happy and healthy lives. The role of the council in coordinating youth sector partner offers, including through supporting funding bids, is key in ensuring the provision best meets local priorities.

The pandemic saw many organisations diversify and flex their offers to continue connecting with young people, including remotely. It is anticipated that the positive attributes and innovations from this step-change can help enhance future programmes.

“If you’re putting something in then make sure it lasts...”

“We need things to look forward to...”

“Plenty of active clubs that everyone can enjoy...”

“I want to meet my friends. I want to go out without my family. There is nothing to do...”

Young people told us...

- The stability and dependability of activities is key to maintaining trust and ongoing participation. Being actively involved in something with peers and establishing a sense

of belonging is extremely valuable, but trust can quickly evaporate if clubs and programmes are perceived to end abruptly without clear communication or justification.

- There is a concern amongst young people that, during the pandemic, they and their peers lost an entire year of in-person interactions and the social and personal development they naturally enable. This has served as a critical reminder of the importance of in-person group activities and their value in developing relational abilities.
- Young people are keen to have new experiences and try different things. Diverse, youth-designed programmes, including regular taster sessions, would help reach a wider range of young people and encourage them to engage with youth activities, including sports, music and performing and visual arts.
- Young people want to have a say and more control over what activity programmes are available to them, but their preferences should be collected in a streamlined and integrated way. This includes simple methods for them to share their opinions, insights and stories, and for these to be collated to inform intelligence-led programmes that meet different needs and aspirations.
- There are limitless opportunities to capitalise on pandemic-driven digital and hybrid innovations. This should include more modern activities, including e-sports and gaming, that enable wider access and new ways of engaging young people. The virtual Nike London Youth Games, which included young people setting each other physical challenges through videos that they created, was a well-received example of what is possible.
- Events and activities that bring young people together help to remove barriers and improve cohesion. There is significant appetite for a young people-led post-lockdown event / festival that could help young people both reflect on their experiences of the pandemic and look to the future, including making new connections, getting involved in new things and having fun.

Theme 3 - Skills and Opportunities

The skills needed to support wellbeing, confidence and personal development are fundamental in equipping young people to succeed. This includes opportunities for developing life skills and readiness for further education and employment.

Brent Council and partners currently offer a diverse range of support in this area including Brent Works, Connexions/Prospects, the Moving on Up programme, Tech Camps, Supported Internships, the Skills Summit and the annual What's Next event. These types of

offers and more will be essential in mitigating the impact of the pandemic on young people achieving their ambitions.

“There's such a broad range of jobs out there, but even asking us what we want to do is offensive, as we have no way of knowing what exists and what would be right for us...”

“I feel like I need a mentor for some things but I could be a mentor for others...”

“Most youth have ideas on what they want to do but need support to execute it...”

“I would like to learn how to drive, go to college and find a job...”

Young people told us...

- Raising awareness of all types of futures and pathways is key. Young people recognise that success takes many forms, and not everyone will be a sports star or a musician, but every young person can be successful with the right information and opportunities. This includes inspiring young people of all backgrounds to understand the full scope of the life choices and careers available to them, including examples of successful and relatable role models in these fields and the journeys they took to get there.
- There is an abundance of interest and genuine excitement for entrepreneurial opportunities. Approaches for harnessing this enthusiasm - from enabling the first steps, through to support in refining and developing business ideas, testing elevator pitches, teaming up with partners and accessing funding - can capture the imagination of young people seeking greater control of their destiny.
- There is a gap in opportunities for many young people to develop the life skills needed to be ready for the transition from secondary school to further education, work and independence. This includes significant un-met demand for activities that help develop skills and knowledge around money management, cooking, legal basics and statutory entitlements.
- Mentors and role models can be key enablers for developing life skills. This could be supported by developing peer to peer mentoring opportunities and better enabling skills sharing between young people.
- Volunteering and other experience and reference-supporting opportunities can be very hard to find, and there is a perception that most volunteering positions are targeted at adults. Tailored approaches for connecting more young people with suitable opportunities in these areas are needed.

Theme 4 – Places and facilities

The places where young people spend their time are vitally important for their development and wellbeing. The right places and facilities, inclusive to all - including SEND friendly spaces, can enable young people to be themselves, develop positive relationships and connect with support if needed.

Brent has a varied range of buildings, parks and community assets that young people access in their leisure-time. There is also potential for schools and further education sites to play enhanced roles as venues for more out-of-hours activities. Emerging opportunities to better tailor places and facilities for young people include new arrangements at the Roundwood Centre, the Family Wellbeing Centres network and BCAP ambitions for developing community spaces; as well as increasingly important virtual places.

"I'd like somewhere where I could chill with other young people and just have normal conversations..."

"Introduce more youth centres so that young people aren't always out on the streets..."

"More places to play games with my friends..."

"I want to have fun. I want to meet my friends. I don't want my parents to be there..."

Young people told us...

- There is extremely high demand for more local, youth-dedicated spaces where young people can meet, relax and socialise with other young people and feel like they belong.
- Youth-dedicated spaces must help to connect young people with activities, support and opportunities. They should support outreach and help expand horizons by acting as gateways to diverse offers with wide appeal.
- There should be more spaces that enable young people to feel part of and connect with their local communities, including a sense of stake and ownership.
- Parks and sporting facilities should be more easily accessible (taking into account booking arrangements and cost barriers), and include more young-person-specific design features and equipment. The small things matter – for example, basketball hoops need to have nets or chains – and can help show that spaces are well looked after and should be treated with respect.
- Youth spaces should include robust digital connectivity and modern technology. This includes free Wi-Fi to help mitigate digital poverty, equipment to enable virtual and hybrid activities (such as workshops and gaming challenges), and support to create and collaborate in producing art, music and media content.

Theme 5 – Wellbeing and mental health

The 2021 Princes Trust National Youth index outlined the toll the pandemic has taken on young people's wellbeing and mental health, particularly those from more disadvantaged backgrounds. Locally this impact has been highlighted by the Brent Poverty Commission, including related issues of food and fuel poverty, overcrowding and familial challenges.

The full impact of the pandemic will not be understood for a generation and, as new evidence emerges, innovative responses will need to be continuously developed. One clear legacy of the pandemic to date is the increased profile of young people's wellbeing and mental health and how it must be better supported.

“Making sure they feel comfortable and free to express how they feel...”

“I’ve used a mental health service but there was no youth element to it - it was done via an older woman who I don’t think understood me...”

“The greatest support that youth can offer to each other is communication...”

Young people told us...

- The impact of multiple lockdowns, where young people have been at risk of isolation and increased vulnerabilities, is at the forefront of their concerns for themselves and their peers.
- We need to increase awareness of what trusted, wellbeing-specific information and support is available for young people outside of schools and colleges. This should include easy access to someone trusted they can talk to – someone who will listen without judging. This should be accessible in safe spaces, both in-person and virtually.
- The pandemic has highlighted how neglected young people's wellbeing and mental health was previously. They are pleased that it now has a higher profile and want the conversations and action to continue.
- Easy access to in-person groups and activities is more important than ever in offering a break from challenging home lives and helping to identify if a young person needs support. For many young people their friends are their family, and they need to be able to turn to them when in need.
- Young people are passionate about being empowered to work together in tackling pre-existing and pandemic-driven issues that intensify their wellbeing and mental health pressures. This includes racism, discrimination, inequalities, bullying, social media, trauma and bereavement.

- Young people are more likely to approach their peers than adults when facing serious challenges. This includes confiding in peers about not eating, having suicidal thoughts, self-harming and challenging home lives. This means young people should be better equipped to support each other – they want to be able to help but need more detailed understanding and training of how they can help at a peer level.
- There is significant appetite for a young people-led post-lockdown event that could help them reflect on their experiences of the pandemic and let them express their views in a fun way. This could include multi-media ‘time-capsule’ elements to document and share different perspectives.

Theme 6 - Safety

Being and feeling safe are central pillars in supporting the development of young people and enabling healthy behaviours and lives.

Insights from the young person-designed ‘**Building a safer Brent for young people**’ and joint, pan-London ‘**Challenging the narrative**’ events showed how safety themes underpin all aspects of young people’s day to day experiences - demonstrating the value of a public health approach to improving safety.

“You might not necessarily be in a gang or be related to a gang member, but it is a real thing when people from an area know that you’re not from there...”

“Positive relationships lead to positive outcomes....”

“For me it’s about how can I understand the community and help the community...”

“I don’t like that in my area there are paths which are dangerous at night and I cannot go out alone...”

Young people told us...

- Young people want more control and influence around their narrative and place in society. This needs to be a positive narrative that focusses on their value and does not treat them with suspicion or position them as a problem.
- There are mixed views around the police and young people’s relationship with them. Whilst many young people see more police as an obvious solution for improving safety this is not a unanimous view - many others point to personal or peer experiences, including stop and search, that have eroded their trust. There is consensus that more needs to be done to improve this dynamic, including increased opportunities for

collaboration and training, as well as more informal interactions outside of the traditional power-balance. This should include approaches that enable behavioural reflections for all participants, helping to bridge the gap and increase understanding and awareness of different perspectives.

- The fallout from the pandemic includes increased levels of vulnerabilities for many young people, which can make them more susceptible to risky behaviours such as engaging in gang-related activity and other harmful practices. Outreach to listen to, understand and connect these young people with positive activities, support and opportunities is essential.
- Young people are passionate about improving community cohesion and raised many areas to consider. These include improving local engagement and building new networks between young people from different neighbourhoods, paid and voluntary community opportunities that provide a sense of purpose and belonging, giving voice and taking action in response to specific local concerns (police presence, CCTV, street lighting etc.) and developing community safe spaces where local people can come together and young people can access and work with relatable mentors.
- Following lockdown and periods of isolation, the digital wellbeing and safety of young people are increasingly important. This includes online bullying and abuse, digital-addiction and cyber security. Educating and equipping young people with the skills to better support themselves and each other in these areas should be a priority, and these steps should be embedded in the process of introducing new digital innovations.

Theme 7 - Access and Awareness

Local authorities have a statutory duty to publicise information about the local youth offer. In Brent this is achieved through various channels including Brent Youth Zone - an online platform, co-designed by local young people, where youth sector partners can submit their activities, opportunities, groups, clubs and events for young people to view in a single location.

Extending the reach of youth provision and connecting with young people of all backgrounds is a constantly evolving challenge. This requires continuous innovation, including tailored outreach approaches, to increase awareness and understand and overcome barriers to access.

"There's things I'd like to try but I'm not sure where to go..."

"Get it on my social media feeds..."

"It can't be assumed that just having the right activities or spaces will mean young people will come..."

"I want to try new activities and go to more places but not sure where..."

Young people told us...

- There's a broad range of provision across the borough but it needs to be better marketed. More positive, youth-relevant activity is happening than is listed in any one place, and different groups of young people are aware of different local offers but not others.
- Student and youth leaders should be more involved in promoting youth provision – they can be the bridge for getting other young people connected. This can include utilising groups and virtual networks that young people are already engaging with to organically create awareness. We should better empower young leaders to do this, giving them the information, resources and support they need.
- Following the pandemic, there need to be increasingly active efforts to reach disengaged young people, as these are often the most vulnerable. Trusted outreach workers and community mentors with the skills and tools to overcome barriers are more important than ever in supporting access to provision.
- Social media and influencers should play a larger role in raising awareness and connecting more young people with provision. Young people spend much of their time on their phones, so promotion needs to be tailored to this device and reach them via their social media feeds. This includes using established platforms young people are already engaged with (e.g. Eventbrite) to increase range.
- Digital poverty is a serious issue. Not all young people have the devices and connectivity needed to support access and awareness of youth provision. Fully addressing this barrier is an essential step in tackling inequalities and could be an incentive for encouraging more young people of different backgrounds to become more engaged.
- To capitalise on opportunities to support more young people virtually, or to just stay connected to those they'd previously only see in-person, the local youth sector also needs robust digital capacity – with multiple other options available (e.g. Netflix, YouTube), frustrating lost connections and broken conversations could see previously engaged young people disengage.
- Affordability is a common access barrier, especially for sporting activities and facilities. Provision should be free wherever possible and promotional approaches should include incentives that help mitigate costs and reward participation.
- Inspiration works. Seeing and hearing about examples of success and positive outcomes for relatable people can have a huge impact. It often takes just one person or one story to get through and open a young person's mind to trying something new, looking at things differently, or taking the first step to connecting with support.

Theme 8 – The environment

Young people deserve a clean and sustainable environment as a fundamental right. When voicing their vision for an ideal Brent, many local young people intrinsically linked the green agenda with their youth provision priorities.

In 2019 Brent Council declared a Climate and Ecological Emergency and began developing a ten year strategy including how everyone who lives, works and studies in Brent can contribute towards tackling the climate crisis. Young people's energy in this area will be essential for successfully delivering the Climate Emergency strategy, which will include aligning relevant activity with the Brent Youth Strategy.

"We need a nice healthy environment and community..."

"Full of opportunities, free from pollution..."

"It feels disorganised with decisions made for the environment..."

"I want to help out at the Recycling Centre near my house but I am too young..."

Young people told us...

- Linking youth provision with environmental themes is an opportunity to increase engagement and participation in key areas. This ranges from developing practical skills for sustainable employment in the green economy through to programmes of recreational activities that connect young people with nature and support related wellbeing outcomes.
- Environment themed, youth-focussed volunteering and engagement opportunities could be a catalyst for getting more young people actively involved in their communities. This should include addressing challenges in the round, not just the symptoms (e.g. litter), and enabling young people to develop an increased stake in their local areas.
- There should be more opportunities for young people to participate in and lead campaigns that help to develop literacy around environmental issues, educate and demonstrably influence the wider picture. Examples of viral campaigns that encourage participants to take action themselves and nominate others to do the same (e.g. run 5k, donate £5, nominate 5 friends) were cited as approaches that could have far reaching and impactful application in this area.

Strategic goals

The following strategic goals each span and support multiple themes and priorities:

1. Create more opportunities and increase participation of young people from all backgrounds to become actively engaged and empowered members of their communities.
2. Develop increasingly sustainable, inclusive, diverse, and engaging recreational opportunities that bring young people together and respond to evolving priorities.
3. Inspire and enable all young people to grasp opportunities and achieve their ambitions.
4. Support the development of modern and accessible youth-dedicated spaces.
5. Promote and embed wellbeing and mental health priorities, including access to support, within the local youth provision.
6. Enable positive relationships and healthy behaviours to ensure all young people feel safe in their communities.
7. Ensure all young people are aware of and are able to access local youth provision.
8. Harness young people's passion for a green and sustainable environment.

Delivery plan activities to achieve these goals should respond to and address what **'young people told us...'** throughout co-development of this strategy.

Governance

A group of appropriate Brent and partner agency leads will be established to help drive, coordinate and ensure successful implementation of this strategy and delivery plan. This group will also be responsible for empowering young people from all backgrounds to become actively engaged with the strategy, including co-design and co-delivery opportunities.

Strategic oversight and accountability for the strategy sits with the Brent Early Help and Prevention Group - a council-led group, chaired by the Statutory Director of Children's Services, including lead officers for Children and Young People, Public Health, Community Safety and Employment and Skills services, alongside key representatives from partners including the Police, Health and the Voluntary and Community sector.

Youth Strategy Delivery Plan

A group of Brent and partner agency leads will be established to help drive, coordinate and ensure successful delivery of this strategy. This Youth Strategy Delivery Group (YSDG) will consist of members with the seniority, influence and expertise required to progress the high-level actions outline below.

The delivery plan recognises there is already a huge breadth of existing and planned activity that supports the goals of this strategy. It therefore includes multiple actions to link with, support and enhance this work, as well as addressing the gaps and issues young people have told us about.

Theme	Actions & Details		Measures	Timeframe	Lead	Delivery Resources
Engagement and voice <i>Create more opportunities and increase participation of young people from all backgrounds to become actively engaged and empowered members of their communities</i>	Develop opportunities for young people to act as leaders and influencers, embedding ways to treat young people as stakeholders with a voice and opportunities to celebrate achievements	<ul style="list-style-type: none"> Mapping of existing opportunities in and outside of school and college settings Upscale or create new opportunities, in partnership with local businesses and organisations Promote opportunity of BYP via schools and social media platforms Delivery of BCAP leadership development programme Encourage young people to become engaged with Brent Connects including options for shaping future agendas e.g. the climate and ecological emergency Align youth voice to the development of local safety programmes and projects 	Opportunities for young people to act as leaders and influencers are in place and work well More visible engagement with young people in local government processes and decision-making resulting in better outcomes More frequent celebration of young people in the borough	March 2022	CYP/BCAP	CYP/BCAP/Community Engagement/Climate and Ecological Strategy Team /Community Safety
	Coordinate and streamline engagement activity	<ul style="list-style-type: none"> Develop annual Youth Survey with partners Utilise BYP and SEND Young People Network links into schools, colleges and local areas to connect with communities Use mapping exercise to identify gaps and opportunities, including targeted outreach Develop engagement partnership approaches, supported by co-produced themed events during the year 	Shared insights and reduction in engagement fatigue of young people Stronger links between engagement activity and local communities Improved coordination of engagement activity and increased profile of opportunities	Progress review by March 2022	CYP/BCAP	CYP/Community Engagement/BCAP

		(e.g. cultural/arts, employment)				
Activities <i>Develop increasingly sustainable, inclusive, diverse, and engaging recreational opportunities that bring young people together and respond to evolving priorities.</i>	Pursue and secure funding for recreational programmes that best respond to young people's priorities	<ul style="list-style-type: none"> Utilise the CYP thematic partners group (chaired by YBF) to identify and promote funding opportunities Facilitate and coordinate funding bids, including NCiL youth projects and other council grant schemes Through the Brent Community Lottery actively support good causes that deliver recreational activities for young people 	<p>More successful funding bids for youth-focussed projects</p> <p>More recreational activities that meet the priorities of young people</p>	Progress review by March 2022	CYP/ACE/YBF	CYP/Strategy and Partnerships Grants Team
	Coordinate recreational programmes that best respond to young people's priorities and build on the legacy of LBoC	<ul style="list-style-type: none"> Brent LCEP-led research, mapping and quality assurance of cultural and recreational opportunities Coordinate borough-wide programmes of activity, including Family Wellbeing Centres, DFE Holiday Activities and Food (HAF) programmes and Funfit Families 	<p>Visible legacy for young people from Brent's LBoC</p> <p>Greater participation of young people in local youth activities</p>	Progress review by March 2022	CYP/YBF	CYP/YBF
Skills and Opportunities <i>Inspire and enable all young people to grasp opportunities and achieve their ambitions.</i>	Develop approaches for connecting young people with entrepreneurial and self-employment opportunities	<ul style="list-style-type: none"> Introduction to Entrepreneurial Education (BCAP project): delivery of a pilot project focused on commissioning and piloting the approach. <ul style="list-style-type: none"> Formalise sub-group Procurement process Market trading programme (BCAP project): a supported programme that provides training and opportunities for self-employment, including but not limited to young people, through: <ul style="list-style-type: none"> The piloting of a street market in the London Borough of Brent Delivery of a free online and in-person market 	<p>More young people engaged in entrepreneurial activity</p> <p>More young people engaged in self-employment opportunities</p>	March 2022	CYP/BCAP/YBF	CYP/BCAP/YBF

		trading training and support programme <ul style="list-style-type: none"> ○ Pilot will run from Summer 2021 to Spring 2022 ○ Development of the Creative Coordinators Programme across Brent to introduce young people to the concept of Project Management. (YBF) 				
	Develop opportunities for young people to gain life skills	<ul style="list-style-type: none"> • Financial literacy (BCAP project): deliver a series of sessions aimed at ensuring young people are equipped to navigate the world. <ul style="list-style-type: none"> ○ Working with sub-group ○ Review links with corporate Financial Inclusion work 	Opportunities for young people to gain life skills	March 2022	CYP/BCAP	BCAP
	Use the council's social value and procurement policy to increase skills and experience opportunities for young people	<ul style="list-style-type: none"> • Deliver social value outcomes, including work experience, placements and skills opportunities 	Value of commitments by suppliers for relevant ' <i>Every Opportunity to Succeed</i> ' measures.	Ongoing	Procurement/ES&E	Procurement/ES&E
	Promote young people focussed Brent Works and commissioned provision, including Kickstart and Moving On Up projects and the apprenticeship scheme.	<ul style="list-style-type: none"> • Delivery of a range of support to enable young people to gain sustainable employment. 	Decrease in young people who are NEET Increase in support for marginalised, excluded or vulnerable groups	Ongoing	CYP/BCAP/ES&E	BCAP/ES&E
	Develop and promote volunteering opportunities that appeal to young people	<ul style="list-style-type: none"> • Explore dedicated young people volunteering opportunities with partner organisations • Exploration of the Volunteers Go Global Programme (YBF) 	YP improve their skills and opportunities through volunteering YP improve intercultural dialogue and understanding through global volunteering projects.	March 2022 Progress review by March 2022	CYP/ACE/YBF	CYP/Strategy and Partnerships YBF/CYP/Strategy and Partnerships
Places and facilities <i>Support the development of modern and accessible youth-dedicated spaces.</i>	Develop modern and accessible youth-dedicated spaces	<ul style="list-style-type: none"> • Develop a post-16 skills resource centre for young people (16-25) with SEND to develop preparation for adulthood skills • Pursue development of an Onside Youth Zone for Brent 	A new space for young people and young adults with SEND A new youth-dedicated space	Progress review by March 2022	CYP	CYP

		<ul style="list-style-type: none"> Progress Youth Investment Fund (YIF) bid Co-develop FWC spaces to ensure they are welcoming and inviting for young people, including appropriate: <ul style="list-style-type: none"> murals and art facilities and equipment digital connectivity 	More young people accessing and using FWC spaces			
	Promote and encourage use of youth accessible spaces	<ul style="list-style-type: none"> Utilise the FWC model and eight localities / catchment areas to: <ul style="list-style-type: none"> map local youth-accessible spaces identify and address unmet need connect young people with local community assets 	Greater understanding of youth-dedicated spaces across the sector	March 2022	CYP	CYP
Wellbeing and mental health <i>Promote and embed wellbeing and mental health priorities, including access to support, within the local youth provision.</i>	Develop the strategic approach for Children's Mental Health and Wellbeing, including connectivity with Integrated Care Systems (led by Brent Children and Young People Wellness group – a sub-group of Children's Trust / Joint Commissioning Group)	<ul style="list-style-type: none"> Refresh of the JSNA Detailed mapping and gaps analysis of what is available including via schools and colleges, CAMHS and CVS partners With young people, co-develop approaches for how information about services can be presented to young people and other stakeholders including professionals, schools and families 	Young people know where to go for help and support	March 2022	CYP/CWB/Partners	CYP/CWB/Partners (inc Health, Thrive)
	Develop approaches to build the skills and capacity of young people, equipping them to support themselves and each other	<ul style="list-style-type: none"> Deliver the Mental Health and Wellbeing recovery programme - to combine an extended capacity of mental health specialist expertise in Brent schools, building on and extending the Mental Health Support Teams in schools model which launched in Brent in October 2020, with 	More young people with relevant training and skills, including Mental Health First Aid	March 2022	CYP/BCAP	CYP/BCAP


		community based young person peer to peer support through a commissioned community sector provider and extended access of online and digital support packages, such as Kooth.				
	Develop personal resilience skills and create spaces to have difficult conversations, so that young people are enabled and given the ability to prepare for and handle situations.	<ul style="list-style-type: none"> • Work with schools and local organisations to develop opportunities for young people whereby resilience skills will be built • Work with local health providers to promote and raise awareness of the benefits of therapy 	<p>Spaces developed for young people to build resilience and have difficult conversations.</p> <p>Improvements in the wellbeing and mental health of young people.</p>	March 2022	CYP/BCAP	CYP/BCAP
Safety <i>Enable positive relationships and healthy behaviours to ensure all young people feel safe in their communities.</i>	Develop the Safer Brent Partnership Strategy and action plan, including alignment with the youth strategy activity and the Brent - Violence Reduction Action Plan	<ul style="list-style-type: none"> • Engage with young people in the development of the strategy, including incorporating the insights shared in developing the youth strategy • Jointly-develop actions for improving relationships between young people and police • Incorporate the youth voice into all quarterly service provision reports 	<p>Young people feel safer</p> <p>Young people are able to share ideas to improve their communities</p> <p>Young people know how and feel safe to report crimes and to safeguard each other</p>	March 2022	CYP/Community Safety	CYP/Community Safety
	Support and promote awareness raising, diversionary activity and early intervention programmes	<ul style="list-style-type: none"> • Deliver the Violent Crime and Gang awareness training programme (recovery project) - A training programme aimed at Secondary School children and parents and carers in order to divert from/identify indicators of, gang / knife crime. • Promote and support YBF-led projects (e.g. MyEnds, Global Thinking, Valuing Life and Youth Independent Advisory Group) • Early intervention to support through referral into the Violence and Vulnerability 	<p>Reduced likelihood of young people being involved in or impacted by violence and gangs</p> <p>Development of community and youth-led solutions</p> <p>Increased understanding of local risk, reduce perception of crime and build resilience</p>	Progress review by March 2022	CYP/R&E/YBF	CYP/Community Safety /YBF

		program and Early Help services.				
Access and Awareness <i>Ensure all young people are aware of and are able to access local youth provision.</i>	Develop promotional approaches that meet the needs and preferences of young people	<ul style="list-style-type: none"> LCEP-led review of the current promotional landscape, tools and approaches: <ul style="list-style-type: none"> Network building with partners and assets to coordinate approaches With young people, co-produce and implement a digital and social media strategy Deliver 'Insight Day(s)' – themed events promoting the breadth of provision available to young people 	YP are better aware of the local youth provision and how to access this	Progress review by March 2022	CYP/LCEP/BCAP	CYP/LCEP/BCAP/YBF
	Remove barriers to access and awareness of the local youth provision	<ul style="list-style-type: none"> Digital Packages for Children and Young People recovery project: a device donation and crowdfunding campaign to provide digital packages for children and young people in Brent 	Improved digital access for young people	Progress review by March 2022	CYP/CDS	CYP/Digital Transformation
The environment <i>Harness young people's passion for a green and sustainable environment.</i>	Promote and coordinate opportunities for collaborative environmental action	<ul style="list-style-type: none"> Promote and develop the Brent Environmental Network (BEN) including: <ul style="list-style-type: none"> Targeted callouts for activity aligned to the priorities of young people Development of a schools sub-group and an enhanced role for young people Explore opportunities for young people led campaigns (podcasts, TikTok etc.) and access to small grants for projects that help tackle the climate emergency Develop the Brent Goes Wild Programme (YBF) in all primary schools by 2025 Develop a horticultural facility (as part of the SEND 	<p>More young people actively involved with the green agenda and BEN</p> <p>Young people are better informed of climate and</p>	Progress review by March 2022	CYP/ACE/YBF	Climate and Ecological Strategy Team/CYP/YBF

		skills resource centre), linking into schools, including bio-diversity programmes	environmental issues and impacts, globally and locally.			
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	Cabinet 13 th September 2021
	Report from the Strategic Director of Customer and Digital Services
National Non-Domestic Rates – Applications for Discretionary Rate Relief	

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	Two Appendix 1 - Eligibility Criteria for Applications for NNDR Discretionary Relief for Charities & From Non Profit Making Organisations Appendix 2 - New Applications for Discretionary Rate Relief – Local Charities and Non-Profit Bodies
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Peter Cosgrove Head of Revenue and Debt Tel: 020 8937 2307 peter.cosgrove@brent.gov.uk

1.0 Purpose of the Report

- 1.1 The Council has the discretion to award rate relief to charities or non-profitmaking bodies. It also has the discretion to remit an individual National Non-Domestic Rate (NNDR) liability in whole or in part on the grounds of hardship. The award of discretionary rate relief is based on policy and criteria agreed by Cabinet on 15 November 2016, attached as appendix one. New applications for relief are required to be considered by the Cabinet pursuant to the Council's existing policy and criteria for determining entitlement to discretionary rate relief in respect of NNDR.

- 1.2 The report details all new applications for relief received since Cabinet last considered such applications in December 2020 as appendix 2.
- 1.3 There is also a requirement to review all existing awards for discretionary rate relief and this report makes a proposal for when this should next be done.

2.0 Recommendation(s)

- 2.1 That the applications for discretionary rate relief in respect of national non-domestic rate liability as set out and detailed in Appendix 2 to this report be approved.
- 2.2 To note that the Council's National Non-Domestic Rates Discretionary Relief awards will be reviewed in October 2022, for subsequent consideration by Cabinet in early 2023 instead of October 2021 as previously planned because of the effect of the pandemic.

3.0 Detail

- 3.1 Details of the Council's discretion to grant rate relief to charities, registered community amateur sports clubs and non-profit making organisations are contained in the financial and legal implications' sections (4 and 5).
- 3.2 Appendix 1 sets out the criteria and factors to consider for applications for NNDR relief from Charities and non-profit making organisations.
- 3.3 Appendix 2 lists new applications from local and non-local charities that meet the criteria. These receive 80% mandatory relief. In addition, where they meet the criteria the council will award local charities up to 100% discretionary relief in respect of the remaining 20% balance and will award non local charities 25% relief in respect of the remaining 20% balance. It also shows the cost to the Council when discretionary relief is awarded. Non-profit organisations receive no mandatory relief but may, in accordance with Council Policy, receive up to 25% relief on the rates due, all applications in this report relate to charities. The applications in this report are:
 - i. Outreach International Healing is a registered charity and Christian church providing support to the community as well as church services, for example the provision of a soup kitchen. As a national charity it is restricted to 25% relief of the 20% they are required to pay in accordance with Council Policy.
 - ii. Ismailia schools Ltd based at 8 Brondesbury Park, London, NW2 5JR is a faith based school. Its sister school in the borough is already in receipt of 100% relief. The same may be applied applied to the Brondesbury Park site and 100% of the 20% be funded.
 - iii. Brent District Scout Council provides various activities for young people across the borough at a number of locations. It is part of a national organisation but locally organised and funded, as such 100% of the 20% payable may be funded.
 - iv. Friends of Barham Library support the running of a Community Library and related educational and social activities in the Wembley area as such 100% of the 20% payable may be funded.

- v. Sufra provides support and food bank services. The relief goes back to 2014 as they have two properties in the borough, the other already having been in receipt of Discretionary Rate Relief as such 100% of the 20% payable may be funded.
 - vi. Advance Education Centre London is a not for profit organisation for the advancement of Education fees are paid for membership with free adult literacy, numeracy classes and extracurricular activities also being provided as such 100% of the 20% payable may be funded.
- 3.4 The criteria for awarding discretionary rate relief focuses on ensuring that the arrangements are consistent with corporate policies and that relief is directed to those organisations providing a recognised valued service to the residents of Brent, particularly the vulnerable and those less able to look after themselves. Further detail is set out in Appendix 1. Should relief be granted entitlement will remain until 31 March 2024 unless there are any changes to the organisation. The awards will be reviewed in October 2022 when organisations will be required to reapply for relief from April 2024. This means qualifying organisations will have twelve months' notice of any changes, with notice being served in February and March of 2023. The original intention had been to review awards in the autumn of 2021 but in view of the impact of the pandemic on recipient's and the service, it will be more effective to delay the review of awards by twelve months.

4.0 Financial Implications

- 4.1 From 1 April 2018 the council has been part of a pan London business rates pool whereby a percentage of the income from business rates is retained by the council and the GLA and a single levy payment to is paid to central government. From 1 April 2021 the pool was disbanded but the retained share remained at 67% with the council picking up 30% of any discretionary rate relief awarded.
- 4.2 The Council, where it has decided to grant relief, has followed a general guideline of granting 25% of the discretionary element to non-local charity and 100% to local charities.
- 4.3 Any additional awards of relief will reduce income to the Council by 30% in 2021/22.
- 4.4 The total costs of awarding discretionary relief to the seven organisations detailed in Appendix 2 is £63,947 over the relevant years up to 2021/22, with a £6,464 reduction to the council's projected income from its retained Business Rates income from 2022/23 onwards.

5.0 Legal Implications Discretionary Rate relief

- 5.1 Under the Local Government Finance Act 1988, charities are only liable to pay 20% of the NNDR that would otherwise be payable where a property is used wholly or mainly for charitable purposes. This award amounts to 80% mandatory relief of the full amount due. For the purposes of the Act, a charity is an organisation or trust established for charitable purposes, registration with the Charity Commission is conclusive evidence of this. Under the Local

Government Act 2003, registered Community Amateur Sports Clubs also qualify for 80% mandatory relief.

- 5.2 The Council has discretion to grant relief of up to 100% of the amount otherwise due to charities, Community Amateur Sports Clubs, and non-profit making organisations meeting criteria set out in the legislation. These criteria cover those whose objects are concerned with philanthropy, religion, education, social welfare, science, literature, the fine arts, or recreation. Guidance has been issued in respect of the exercise of this discretion and authorities are advised to have readily understood policies for deciding whether or not to grant relief and for determining the amount of relief. Details of the policy are contained in Appendix 1.
- 5.3 The Non-Domestic Rating (Discretionary Relief) Regulations 1989 allow the London Borough of Brent to grant the relief for a fixed period. One year's notice is required of any decision to revoke or vary the amount of relief granted, if in the case of a variation, it would result in the amount of rates increasing. The notice must take effect at the end of the financial year.
- 5.4 The operation of blanket decisions to refuse discretionary relief across the board would be susceptible to legal challenge on grounds that the Council could be fettering its discretion. The legal advice provided to officers and Members is that each case should be considered on its merits.

6.0 Equality Implications

- 6.1 Applications have been received from a wide variety of diverse charities and organisations, and an Impact Needs Analysis Requirement Assessment (INRA) as carried out in 2008 when the criteria were originally agreed. As there were no changes made to the criteria since an Equality Impact assessment was not required. All ratepayers receive information with the annual rate bill informing them of the availability of discretionary and hardship rate relief.

7.0 Consultation with Ward Members and Stakeholders

- 7.1 None.

8.0 Human Resources/Property Implications (if appropriate)

- 8.1 None

Related documents:

Report to Cabinet 15 November 2016 – National Non-Domestic Relief – Review of Discretionary Rate Relief Policy

Report sign off:

Peter Gadsdon

Strategic Director of Customer and
Digital Services

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ELIGIBILITY CRITERIA FOR APPLICATIONS FOR NNDR DISCRETIONARY RELIEF FOR CHARITIES & FROM NON PROFIT MAKING ORGANISATIONS

Introduction

The following details the criteria against which the Local Authority will consider applications from non-profit making organisations. In each case the individual merits of the case will be considered.

- (a) Eligibility criteria
- (b) Factors to be taken into account
- (c) Parts of the process.
- (a) Eligibility Criteria

(a) Eligibility criteria

- ☐ The applicant must be a charity or exempt from registration as a charity, a non-profit making organisation or registered community amateur sports club (CASC).
- ☐ All or part of the property must be occupied for the purpose of one or more institutions or other organisations which are not established or conducted for profit and whose main objects are charitable or otherwise philanthropic or religious or concerned with education, social welfare, science, literature or the fine arts; or
- ☐ The property must be wholly or mainly used for the purposes of recreation, and all or part of it is occupied for the purposes of a club, society or other organisation not established or conducted for profit.

(b) Factors to be taken into account

The London Borough of Brent is keen to ensure that any relief awarded is justified and directed to those organisations making a valuable contribution to the well-being of local residents. The following factors will therefore be considered:

- a. The organisation should provide facilities that indirectly relieve the authority of the need to do so, or enhance or supplement those that it does provide
- b. The organisation should provide training or education for its members, with schemes for particular groups to develop skills
- c. It should have facilities provided by self-help or grant aid. Use of self-help and / or grant aid is an indicator that the club is more deserving of relief
- d. The organisation should be able to demonstrate a major local contribution.
- e. The organisation should have a clear policy on equal opportunity.
- f. There should be policies on freedom of access and membership.
- g. It should be clear as to which members of the community benefit from the work of the organisation.
- h. Membership should be open to all sections of the community and the majority of members should be Brent residents
- i. If there is a licensed bar as part of the premises, this must not be the principle activity undertaken and should be a minor function in relation to the services provided by the organisation.
- j. The organisation must be properly run and be able to produce a copy of their constitution and fully audited accounts.

k. The organisation must not have any unauthorised indebtedness to the London Borough of Brent. Rates are due and payable until a claim for discretionary rate relief is heard

(c) Parts of the process

No Right of Appeal

Once the application has been processed, the ratepayer will be notified in writing of the decision. As this is a discretionary power there is no formal appeal process against the Council's decision. However, we will re-consider our decision in the light of any additional points made. If the application is successful and the organisation is awarded discretionary rate relief, it will be applied to the account and an amended bill will be issued.

Notification of Change of Circumstances

Rate payers are required to notify any change of circumstances which may have an impact on the award of discretionary rate relief.

Duration of award

All awards will be reviewed periodically by the Council on a timescale to be approved from time to time. Prior to any review period applications will be sent inviting recipients to re-apply, this will ensure the conditions on which relief was previously awarded still apply to their organisation. This will help ensure that the Council's rate records remain accurate.

Withdrawal of relief

One years' notice has to be given by the Council for the withdrawal of relief

Unlawful activities

Should an applicant in receipt of discretionary rate relief be found guilty of unlawful activities for whatever reason, entitlement will be forfeited from the date of conviction.

Appendix 2


New Applications for Discretionary Rate Relief – Local Charities – 80% Mandatory Relief, up to 20% Discretionary Relief.

<u>Reference</u>	<u>Relief awarded to: name of organisation</u>	<u>Charity/Non-Profit Organisation</u>	<u>Annual Charge</u> <u>a)2018/19</u> <u>b)2019/20</u> <u>c)2020/21</u> <u>d)2021/22</u>	<u>Balance after MR</u>	<u>Amount of discretionary relief</u>	<u>Cost to Brent at 64% 2018/19, 48% 2019/20 - and 30% 2020/21 and 2021/22</u>
33140754	Outreach International Healing London, NW10 8LY	National Charity - 1156404	a) £6,744.98 b) £10,710.00 c) £10,880.00 d) £10,880.00	a) £1,349.00 b) £2,142.00 c) £2,176.00 d) £2,176.00	a) £337.25 b) £535.50 c) £544.00 d) £544.00	a)£215.84 b)£257.04 c)£163.20 d)£163.20
3146426X	Ismailia schools Ltd London, NW2 5JR	Local Charity - 1134516	a) £44,118.00 b) £45,064.00 c) £45,752.00 d) £45,752.00	a) £8,823.60 b) £9,012.80 c) £9,150.40 d) £9,150.40	a) £8,823.60 b) £9,012.80 c) £9,150.40 d) £9,150.40	a)£5647.10 b)£4326.14 c)£2745.12 d)£2745.12
33182146	Brent District Scout Council London, NW9 0EF	Local Charity - 271413	d) £3,205.90	d) £641.18 Not awarded yet as awaiting confirmation from inspector.	d) £641.18	d)£192.35
33167087	Friends of Barham Library Wembley, HA0 2LA	Local Charity - 1142113	b) £313.55 c) £5068.80 d) £5068.80	b) £62.71 c) £1013.76 d) £1013.76	b) £62.71 c) £1013.76 d) £1013.76	b) £30.10 c) £304.13 c) £304.13
33008629 **	SUFRA – NW London London, NW10 0TW Liability from 01.04.2014	Local Charity - 1167488	14/15 £2651.01 15/16 £2711.50 16/17 £2733.50 17/18 £2634.50	£530.20 £542.30 £546.70 £526.90	£530.20 £542.30 £546.70 £526.90	£159.06 £162.69 £164.01 £158.07
33008629	SUFRA – NW London NW10 0TW	Local Charity - 1167488	a) £2711.50 b) £2772.00	a)£542.30 b)£554.40	a)£542.30 b)£554.40	a) £347.07 b) £266.11

**			c) £2816.00 d) £2816.00	c)£563.20 d)£563.20	c)£563.20 d)£563.20	c) £168.96 d) £168.96
33083586	Advance Education Centre London London, NW10 7TR	Local Charity - 1167488	c) £2534.40 d) £2534.40	c) £506.88 d) £506.88	c) £506.88 d) £506.88	c) £152.06 d) £152.06
33061357	Advance Education Centre London London, NW10 7TR	Local Charity – 1167488	c) £38836.00 d) £38836.00	c) £7767.20 d) £7767.20	c) £7767.20 d) £7767.20	c) £2330.16 d) £2330.16
33083521	Advance Education Centre London Room, M27A 1 st Floor London, NW10 7TR	Local Charity – 1167488	c) £2099.20 d) £2099.20	c) £419.84 d) £419.84	c) £419.84 d) £419.84	c) £125.95 d) £125.95
33083559	Advance Education Centre London Room M27B 1 st Floor London, NW10 7TR	Local Charity - 1167488	c) £2099.20 d) £2099.20	c) £419.84 d) £419.84	c) £419.84 d) £419.84	c) £125.95 d) £125.95
33184138	Brent District Scout Council London, HA3 0UQ	Local Charity - 271413	d) £1625.44	d) £325.09 Not awarded yet as awaiting confirmation from inspector.	d) £325.09	d) £97.53
33159661	Brent District Scout Council London, NW2 7SX	Local Charity – 271413	b) £138.60 d) £844.80	b) £27.72 d) £168.96	b) £27.72 d) £168.96	b) £8.31 d) £50.69

New Applications for Discretionary Rate Relief – Non-Profit Organisations – maximum 25%Relief.

None.

	Cabinet 13 September 2021
	Report from the Strategic Director of Customer and Digital Services and the Director of Finance
Oracle Cloud Roadmap (Release 2) Capital Investment	

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	None
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Minesh Patel Director of Finance Tel: 020 8937 4043 Minesh.Patel@brent.gov.uk Peter Gadsdon Strategic Director of Customer and Digital Services Tel: 020 8937 6095 Peter.Gadsdon@brent.gov.uk

1.0. Purpose of the Report

- 1.1. This report sets out the further enhancements which are achievable within the Oracle Cloud System and seeks approval for further investment to gain further efficiencies and transformational aspects that the Oracle Cloud system offers.
- 1.2. The Oracle Transformation roadmap is evolving and will include a strategy across the next 5 years, incorporating business information and automation through robotics and artificial intelligence. The aim is to give a very high quality service across departments that incorporates Oracle and other

supporting applications to enable business intelligence and efficiencies at the lowest cost.

- 1.3. The costs included in this paper are for the initiation of projects to be commissioned for the current roadmap commencing post Go Live of the Release 1 implementation. The individual projects of the overall Release 2 projects will be tracked and reported to the Capital Programme through the Corporate Landlord Board.
- 1.4. We can already see initial success of Release 1 in terms of the system design being able to eliminate many off system processes. In addition, there is a significant reduction in future dependency on creating management reports, moving to Cloud allows access to real time data and thus brings efficiencies in the way users, both internal and external, will operate post Go Live.

2.0 Recommendations for Cabinet

- 2.1 Agree the investment of £2.5m for the Oracle Cloud Roadmap (Release 2).
- 2.2 Agree that each project, will be subject to regular review and monitoring by the Corporate Landlord Board and reported into the Capital Programme Board. This will be in consultation with the Deputy Leader, as lead member for IT.

3.0 Objectives

- 3.1 The Council is currently implementing the Oracle Cloud System with a planned Go Live of the 4th October 2021 for the Release 1 project. This will bring about a number of improvements and enhancements to the current ways of working including the use of real time data thus eliminating the need for many off system reports and processes, which were necessary to provide information to managers and the business community. Now through the new Oracle Cloud system most, if not all, the master data information will be available real time.
- 3.2 It is considered that now is an opportune time to build on the momentum gained from the implementation of Release 1 to introduce further improvements. Senior management and their officers have identified additional functionality and new modules, which would bring more efficiencies and improved benefits to the Council. These have been costed and the investment required is £2.5m. The detail is contained later in this report.
- 3.3 The scope of work for the Release 2 post Go Live has been baselined and each individual project business case will be subject to approval by the Director of Finance via the existing programme governance. Proposed new projects include; Finance Accounting and Transactional Management, Performance Management; Case Management; Project Management Execution; Governance Risk and Compliance (GRC); Advanced Collections Bills Portal; Sourcing and Contract Management, plus additional and enhanced reports.

- 3.4 In addition, when the original budget for 2021/22 was agreed by Council in February 2021, the need for further investment was anticipated to ensure that the Council obtains the optimal use of the Oracle Cloud system. Therefore £2.5m was estimated to be required and added to the pipeline provision of planned expenditure for the Capital Programme.

Delivery

- 3.5 The overall purpose of delivering an Oracle Cloud system was to ensure that it meets the requirements for the Council to enable improvements to working practises and current processes, resulting in more efficient ways of working. The programme delivery is on track and will ensure a smooth transition from the current Oracle system used for financial, procurement, payroll and HR transactions. This includes taking users through a process of business change.
- 3.6 As part of this implementation, a number of finance transformational, business improvements have been identified. To ensure that the Council creates more opportunity for process efficiency and obtains the best possible use of the Oracle Cloud system, it is proposed that further transformational projects are implemented following the initial Go Live date. The improvements will also include the use of more advanced functionality across the Finance, Procurement and HR user communities and further enhancements through system Reporting, Integrations, Controls and Extensions (RICE).
- 3.7 Throughout the implementation of Release 1 Oracle Cloud System core functionality and continual review was undertaken to ensure that the Council is able to make full use of the system, including any additional functionality which was not in the original scope of the Oracle Cloud reimplementation programme. This led to a number of additional modules and associated benefits being identified. These have been categorised as individual projects which form the Release 2 proposal.
- 3.8 The Oracle Programme Steering Board and Finance DMT have considered a number of options for each individual project, which makes up the proposed Release 2 Programme. As the programme portfolio is developed in more detail, the options will be reappraised to ensure that they remain the best solution for the Council.
- 3.9 The investment will also provide a framework for introducing finance, Human Capital Management (HCM) and Supply Chain Management (SCM) management controls and automation that will benefit staff and reduce dependency on off system management controls and reporting, thus allowing time for staff to concentrate on front end finance client services and support.
- 3.10 We have taken the opportunity of liaising with other London boroughs and other councils who have undertaken their own Oracle Cloud implementations to ensure we have clear understanding of their lessons learned and key issues that they have resolved successfully and these have been taken on board and used by the Brent programme team.

- 3.11 The portfolio of new projects and the RICE requirements will require third party support and we will progress our requirements through a procurement tendering process on a case by case basis in accordance with corporate guidelines.

The projects considered in scope at this stage include:

Capital Programmes Project Management Execution

- 3.12 The Council currently delivers a range of capital projects through a series of programmes. Our current approved capital programme comprises of over 200 live projects with a total budget of c£682 million spanning five years. In addition, there are currently over 25 projects in the provisional Pipeline schemes with a total value of £297m not included in the capital programme.
- 3.13 Following a series of challenges including project overspends and late delivery, the Council commissioned an external project management organisation to provide a maturity analysis and review of the capital programme. The work included interviewing officers across three areas, reviewing processes/controls/systems and scrutinising documentation. The analysis and review showed that there is potential for improvement in each of the areas, processes/controls/systems including documentation used by the Council.
- 3.14 Following on from the recommendations put forward by external consultants, the Capital Programme Board (CPB) agreed the following:
- Improvements to be taken forward.
 - A Project Board to be set up led by the Operational Director Property and Assets.
- 3.15 Implementation of the Project Management Execution module within Oracle Cloud would enable the Council to meet the recommendations as set out by the independent review. It is anticipated that the implementation would take nine months, therefore this could be in place for the suggested start date of April 2022.

Finance Transformation Initiatives

Future Services (Extension of services that are created as a result of the new structure).

- 3.16 There is a piece of work which would involve expanding the setup of the General Ledger to enable accounting for traded services, this is a relatively small work item which is estimated to take a maximum of 3 months, the aim would be to have this in place by April 2022 to enable the expansion of traded services, to include reporting on Funeral Services as a prime example.

P2P (Purchase to Pay)

- 3.17 The P2P Strategy as directed by Finance DMT, is to bring about new, more efficient ways of working including the creation of a baseline self-service operation. This will require change management support including process design and communications across the council. In addition, the PO Flip, functionality will be implemented. This is an automated process for suppliers to be paid without manual intervention, this will enhance the council's payment statistics and ensure suppliers are paid on time, reducing the need for staff to have to undertake manual checks and interventions. The implementation of this will require additional configuration, testing, training and extensive communications across the council and engagement with suppliers. The intention would be to implement this by December 2021 as part of Release 2.

GRC (Governance Risk and Controls) and Zero Based Budgeting (ZBB) controls

- 3.18 This will introduce new ways of working within accounting functions and will need support from a change management and business process design perspective including communications. There is a need for additional configuration within the Oracle Cloud system. The benefit of implementing GRC gives a much greater assurance about the financial and process controls within the system and the ability to report on these. Internal Audit are keen for this module to be introduced.
- 3.19 Implementing Zero Based Budgeting will enable the council to prepare budgets which more accurately reflect anticipated income and expenditure and therefore to prepare improved, more accurate forecasts and enhanced budget monitoring.

AIMS (Income Management System) project

- 3.20 Currently being managed under a separate programme, which is reviewing and implementing new functionality and changes to the AIMS system. This will have a direct impact on AP (Accounts Payable) and AR (Accounts Receivables) transactional management controls which feed into the Oracle Cloud system.

HCM Programme Initiatives:

Performance Management:

- 3.21 The Oracle Cloud Programme Team, in conjunction with HR staff and the Head of HR, have established the requirements for the implementation of the Performance Management module. A review of this module revealed that the optimum time for this module to be implemented was for a launch in April 2022, to coincide with the appraisal / performance cycle. The introduction of this functionality will need delivery and change management support in terms of training to all staff, and extensive communications across the council leading up to March 2022. The benefits of implementing this module will be to have a single solution for the performance management of all staff.

Case Management:

- 3.22 During the implementation of the Oracle Cloud, Release 1, the continual review of functionality revealed that HR stakeholders are keen to utilise the full functionality of the HR offering (HCM – Human Capital Management) in Oracle Cloud. The Head of HR has requested that the Case Management module is implemented as part of the Oracle Cloud system. This will enable HR and Payroll staff to have access to a fully integrated HR and Payroll system. Removing the need to double key information, saving time and removing the risk of error during the “re punching” of information, thus improving efficiency within the business process of HR across the Council.
- 3.23 This decision has been ratified at the Digital Board (20/10/20) and the Oracle Programme Steering Board, subject to funding approval. The intention is to have this module fully implemented by April 2022.

Oracle Support Service Management Requirements to maintain BAU:

- 3.24 To enable a smooth transition to the future support model for the Oracle Cloud system there is a requirement to support current staff with knowledge transfer, training and interim staff whilst the target operating model of the support function is designed and implemented.

Oracle Cloud RICE initiatives including Integrations

- 3.25 There have been a number of new integration requirements registered for consideration in Release 2 that are targeted for systems within Local Government and other public sector organisations. Implementing integrations between systems, results in more efficient ways of working as it removes the need for manual intervention and these automate the transfer to and from systems. It is anticipated that this trend will continue and in all likelihood develop into an increased requirement to align to new legislative and statutory government requirements.

The key integrations that are included in the Release 2 proposal are as follows:

Procurement and Contract Management Initiatives:

Sourcing and Contract Management:

- 3.26 Key stakeholders in the Procurement and Legal teams have expressed an interest in the additional functionality within the Procurement and Contract Management modules.
- 3.27 This is currently under review and a full options appraisal will be undertaken and the findings presented to the Head of Procurement and the Director of Legal, HR and Audit and Investigations.

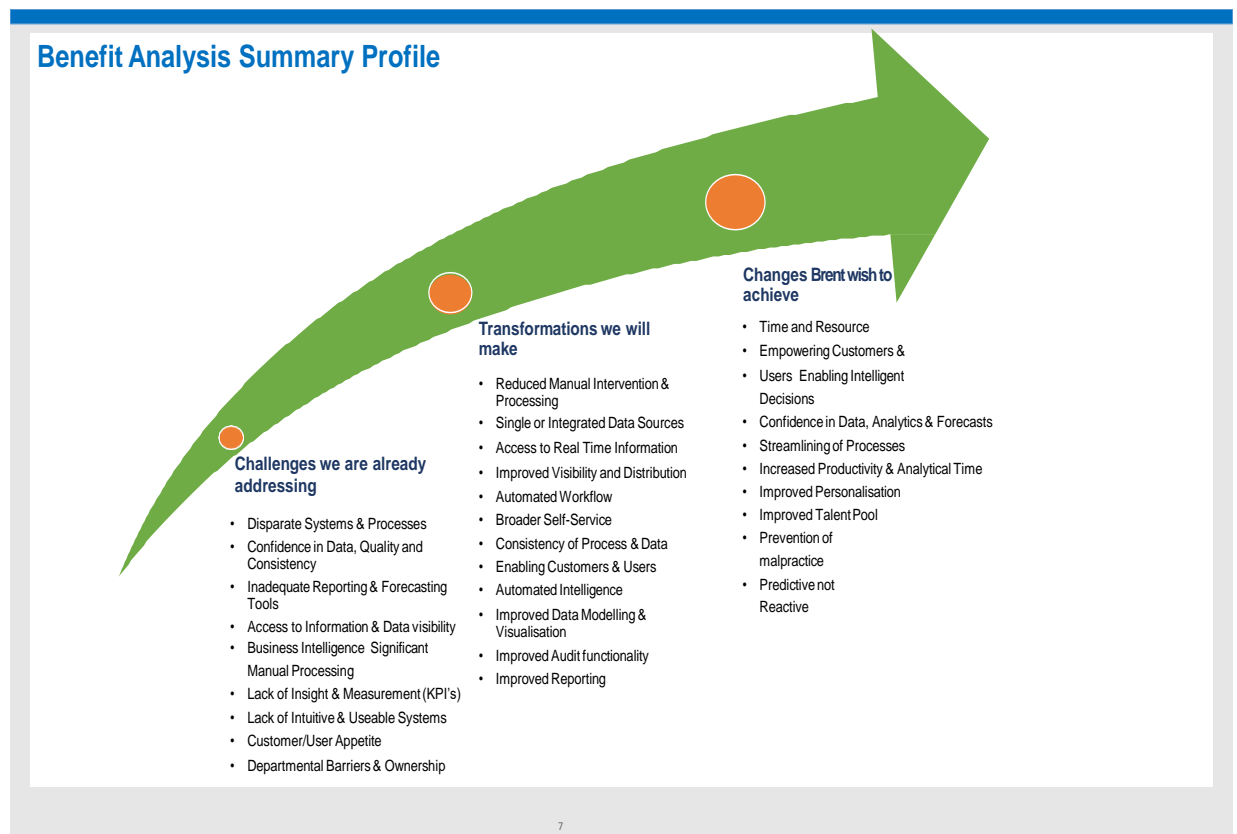
Third Party Interfaces	Outcomes of New Integration Requirements	Purpose of Integration
Northgate Council Tax	Automation and enhancement of GL Journal inbound interface to Oracle Cloud. This will provide an automated reconciliation solution.	This integration receives Northgate Council tax related GL debtor data in summary format. Users create summary GL Journal in Oracle and reconcile back to source. This is a key integration.
Northgate Housing	Automation and enhancement of GL Journal inbound interface to Oracle Cloud. This will provide an automated reconciliation solution.	This integration receives Northgate Housing system related GL debtor data in summary format. Users create summary GL Journal in Oracle and reconcile back to source. This is a key integration.
Abacus	Automation of monthly two GL Journals inbound interfaced to Oracle Cloud. This will reduce manual processes by the business.	This monthly integration relates to Domestic & Residential care (excludes bad debt) from Abacus social care system. An end to end reconciliation is required.
Kypera	Automation and enhancement of GL Journal inbound interface to Oracle Cloud. This will provide an automated reconciliation solution. This has a bearing on bank account for Leaseholder service charges.	Kypera is a Service Debtor charge system with GL Journals uploaded on a monthly basis. An end to end reconciliation is required.
SIMS (Capita)	Automation only of GL Journal outbound interface (annual) to Oracle Cloud from 56 Brent Schools. This will provide an automated reconciliation solution. Enhancement not required. Some business time saved at year end.	The purpose of this integration is to create GL Journal relating to the monthly school transactions. This is an annual activity so it is not sure yet if an automated solution will be cost effective.
Academy	Automation and enhancement of GL Journal outbound interface to Oracle Cloud. This will provide an automated reconciliation solution.	Academy is another debtor charge system with GL Journals uploaded on a monthly basis. An end to end reconciliation is required.
Pentagull	Automation of a GL Journal inbound interface to Oracle Cloud. Additionally a bank reconciliation required.	Pentagull is the third party that implements the penalty notices for unauthorised school absences. The integration will be required to create GL Journals for these debtor transactions.

3.28 If the decision is to proceed based on recommendations emanating from the reviews as outlined above the solutions will be implemented in Year 2022/23.

Payroll to HMRC (BACS file to bank)	Phase 1 will involve a manual process of uploading the BACS file to the portal for payment. Phase 2 will automate the process.	Provide a secure semi-automated mechanism for processing BACS files.
Oracle integration with Exacom	An import & export flat file integration from Oracle to Exacom for Brent's Land Charges and Planning data.	Exacom is an in-house Land Charges system, and will require data transfers to & from Oracle Cloud financial information

Benefits to council

- 3.29 The investment in Oracle Cloud programme has already resulted in financial benefits to the Council as a result of cleansing a significant amount of redundant data, leading to a credit in the financial accounts. These benefits have derived exclusively as a result of the programme of work carried out by the Oracle Cloud programme.
- 3.30 In addition to the above the programme are reviewing the benefits associated with introducing Oracle Cloud functionality and these are being agreed with each functional area. These benefits cannot be derived, measured or reported until post Go Live but these will be tracked through the governance process agreed with Director of Finance.
- 3.31 We estimate based on available information obtained via Oracle and from other local authority's feedback that cost benefit savings can be delivered by implementing the full product suite of the Oracle Cloud solution. As stated these would become visible after 12/18 months post Go Live and it is our intention to commission a ROI review from Oracle (free of charge) in October 2021 to baseline these so that they can be approved through the financial governance process.
- 3.32 Targets and KPI's will be set against the benefit criteria outlined below.



The Oracle Cloud investment has been recognised as the platform for Finance, Procurement and HR Transformation moving from existing processes to new ways of working and will result in the following benefits being delivered to the Council:

Reduction in cost of delivering services

- The immediate future finance delivery requirements relies on clean and real time data being that there is a need to move away from widely used spreadsheets that can potentially result in mistakes. There is a reliance on skilled users to create outcome reports. The need to provide a solution with technology is paramount, the resource effort and time in finalising, for example, quarterly and year end results as well as directorate and department information is increasingly challenging as data sets become more complex and of a higher volume. There is an over reliance on people to create and maintain critical data for input into corporate reporting needs, a change in approach is therefore required and will be standard as part of the Oracle Cloud solution.
- Cost avoidance: It is envisaged that through improved end to end payment processes the processing time for invoices, and hold queries, will reduce. As suppliers have the ability to charge the Council interest on late payments, these new payment processes, facilitated by Oracle Cloud could potentially save the Council significant amounts in late payment fees and interest charges.

Improvements in service experience

- The user experience is becoming more of a focus for the finance community with an emphasis on pressure to deliver to ever increasing challenging, deadlines using to some extent unqualified data that always requires an element of quality assurance. By introducing new Oracle Cloud technologies we can see already through the design process that the solutions provided with real time data are both user friendly and intuitive and come from a known source without need for excessive checking and review. This allows more time for assessing information and provides the experienced finance staff with the tools to provide executive reports and statements with corresponding mitigation and recommendations to all.

Enhanced service design and delivery

- A prerequisite of all Oracle Cloud products across the functions is that they are user friendly and can be navigated as easily as using for example 'Amazon products'. The fact that Oracle through their technology invest heavily in creating a secure environment for data is key, thus reducing the risk from cyber-attack. This is becoming more prevalent and allows greater access to tools for monitoring and prevention being readily available to our Oracle Support Desk (OSD). However, it is important that the tools and knowledge of key OSD staff are constantly kept under review as education and experience of the software technology is becoming more sophisticated. Staff training and maintaining an up to date knowledgeable team is a key objective in the future Oracle Cloud support model.

Service resilience and availability

- The Oracle product software technology is continually being developed and is designed to be resilient and highly available, providing quarterly updates that deliver the required statutory and legislative solutions. This is one of the key requirements of all Oracle product solutions and ensures that the council's requirements are met in accordance with the ongoing investment. There is a high level of confidence because the Oracle Cloud system is used worldwide, including in many other local authorities the Council's Finance requirements remain current, up to date and resilient.

Alignment with strategic objectives

- 3.33 As outlined in the preceding paragraphs the objective of this investment is to ensure that the Council can continue to operate efficiently, effectively and create a system for transforming finance services. This aligns with the objective within the Council Plan of building strong foundations for the future. Specifically the finance transformation and Oracle technology roadmap will directly contribute to delivering outcomes of enabling residents to get online and using new effective processes for making every pound count, which are key elements of the strong foundations theme.

Timescales

- 3.34 The Programme is scheduled to continue for the next year as part of a continuing roadmap, which commenced in 2020/21 to enable an Oracle Cloud implementation programme that will be delivered successfully in October 2021.
- 3.35 If Release 2 funding is agreed, phase 2 implementation will start in October after go live of phase 1 and remain in place for the remainder of 2021/22.

Procurement

- 3.36 The appropriate procurement governance and rules will be followed for each phase of the Programme, where individual projects or purchases require.

Risks

- 3.37 As outlined in the previous paragraphs, the risks of not investing in the Finance Transformation and Oracle Cloud Roadmap are considered considerable to the Council in the provision of finance, HR and Procurement operations. Approval of the recommendations contained in this report will provide the basis for bringing improved processes and automation within the Council to our residents and employees. Of paramount importance is the safe and secure access to the council's finance, HR and payroll services that form the foundations for staff to be able to do their job effectively, efficiently and remotely in a secure way.
- 3.38 During the lifetime of the programme each of the new projects will be subject to close scrutiny and will require their own individual business cases to be approved through the existing Oracle governance. This will include a re-appraisal as to whether the projects registered remains the best option for the Council and delivers value for money.

4.0 Financial Implications

- 4.1 This report is seeking endorsement from Cabinet to promote from the capital pipeline provision, the £2.5m earmarked for Oracle Cloud Programme Phase 2 projects.
- 4.2 The table below sets out the known requirements for capital investment for Release 2 to start during the 2021/22 financial year. The total investment required is £2.5m and this will be funded from borrowing.

	2021/22 Investment Required
	£m
Staff costs	1.26
Staffing Costs (Release 2)	0.47
Implementation Partner R2 Costs	0.25

Contingency	0.52
Total Costs	2.50

The financial benefits to the Council have been set out in section 3.29 of the report. In addition, a return on investment study is planned to be undertaken to confirm the scale and value of these benefits. Overall, the investment will encourage new ways of working with improved productivity and greater customer engagement. This will enable more definitive and accurate information to deliver the quality outcomes from new ways of working.

5.0 Legal Implications

5.1 The contract for Oracle Cloud implementation provides for additional projects to be added as these are identified.

5.2 Where additional third party support has been identified as required in order to properly implement additional projects detailed within this report, it will be necessary to procure such support in accordance with the Council's Contract Standing Orders and Financial Regulations.

6.0 Equality Implications

Not applicable

7.0 Consultation with Ward Members and Stakeholders

7.1 The Deputy Leader has been consulted on this paper. In addition key stakeholders, such as the Director of Finance, the Strategic Director of Customer and Digital Services, the Head of HR and the Head of Procurement have been consulted on the contents of this paper.

8.0 Human Resources/Property Implications (if appropriate)

Not applicable

Report sign off:

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Peter Gadsdon

Strategic Director of Customer and Digital Services