



SUMMONS TO ATTEND COUNCIL MEETING

Monday 12 July 2021 at 6.00 pm

Grand 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 members of the Committee 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.

To the Mayor and Councillors of the London Borough of Brent and to each and every one of them.

I hereby summon you to attend the MEETING OF THE COUNCIL of this Borough.

CAROLYN DOWNS
Chief Executive

Dated: 2nd July 2021 (republished 7 July 2021)

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

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](#)

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 a Prejudicial Interest (i.e. it affects a financial position or relates to determining of any approval, consent, licence, permission, or registration) then (unless an exception at 14(2) of the Members Code applies), 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 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 a 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, to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the electoral ward affected by the decision, 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 employs or has appointed any of these or in whom they have a beneficial interest in a class of securities exceeding the nominal value of £25,000, or any firm in which they are a partner, or any company of which they are a director
- any body of a type described in (a) above

Agenda

1 Apologies for Absence

2 Minutes of the Previous Meeting

1 - 12

To confirm as a correct record, the minutes of the Annual Council meeting held on Thursday 29 April 2021.

3 Declarations of Interest

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

4 Mayor's Announcements (including any petitions received)

To receive any announcements from the Mayor.

5 Appointments to Committees and Outside Bodies and Appointment of Chairs/Vice Chairs (if any)

To agree any appointments to Committees, Joint Committees, Forums, Panels and Outside Bodies along with the appointments of Chairs/Vice Chairs (if any) in accordance with Standing Order 30(g).

6 Deputations (if any)

To hear any deputations received from members of the public in accordance with Standing Order 32.

7 Questions from Members of the Public & Brent Youth Parliament

7.1 To receive questions submitted by the public to Cabinet Members, in accordance with Standing Order 33.

Members are asked to note that no public questions have been received for response at this meeting.

7.2 To receive questions submitted from the Brent Youth Parliament to Cabinet Members, in accordance with Standing Order 33 (c).

Members are asked to note that no questions have been received from Brent Youth Parliament for response at this meeting.

8 Petitions (if any)

For Members to consider any petitions with more than 200 signatures on which a debate has been requested, in accordance with the Council's Petition Scheme and Standing Order 66.

9 Reports from the Leader and Cabinet 13 - 46

To receive a report from the Leader of the Council in accordance with Standing Order 31 providing an update on any key or significant issues arising from matters within the responsibility of the Cabinet.

10 Questions from the Opposition and other Non-Cabinet Members 47 - 60

For questions to be put to members of the Cabinet by opposition and non-Cabinet Members in accordance with Standing Order 35.

Members are asked to note that four advance notice questions have been received under this item, which have been attached along with the written responses provided.

Members are asked to note that this session will also include an opportunity (within the time available) for other non-Cabinet members to ask questions of Cabinet Members.

11 Report from Chairs of Scrutiny Committees 61 - 80

To receive reports from the Chairs of the Council's Scrutiny Committees in accordance with Standing Order 36. The reports have been attached as follows:

11.1 Resources & Public Realm Scrutiny Committee 61 - 70

11.2 Community & Wellbeing Scrutiny Committee 71 - 80

Members are asked to note that this session will include an opportunity (within the time available) for non-Cabinet members to ask questions of relevant Scrutiny Chair's in relation to the remits of their Committees.

12 Report from the Vice-Chair of the Audit & Standards Advisory Committee 81 - 86

To receive a report from the Vice-Chair of the Audit & Standards Advisory Committee in accordance with Standing Order 37.

13 Non Cabinet Members' Debate

87 - 88

To enable non Cabinet Members to raise an issue of relevance to Brent for debate, on which notice has been provided in accordance with Standing Order 34 and to receive any reports from Cabinet Members, as required, on issues previously raised.

Members are asked to note that the subject identified for debate is as follows:

Housing: Somewhere to Call Home

The motion put forward as the basis of this debate has been attached.

14 Recovery from Covid-19

89 - 102

To receive a report from the Director of Finance presenting a sustainable and inclusive Covid-19 recovery programme for the Borough.

Ward Affected:
All Wards

Contact Officer: Minesh Patel, Director of Finance
Tel: 020 8937 4043
minesh.patel@brent.gov.uk

15 Treasury Management Outturn Report 2020-21

103 - 122

To receive a report from the Director of Finance updating members on Treasury Management activity and confirming that the Council has complied with its Prudential Indicators for 2020/21.

Members are asked to note that this report was received and noted by the Audit & Standards Advisory Committee on 11 May 2021 and Cabinet on 14 June 2021. It has been forwarded to Council in compliance with CIPFAs Code of Practice on Treasury Management.

Ward Affected:
All Wards

Lead Member: Contact Officer: Amanda Healy, Senior Finance Analyst
Tel: 020 8937 5912
Amanda.Healy@brent.gov.uk

16 Changes to the Constitution

123 - 128

To receive a report from the Director of Legal, HR, Audit & Investigations seeking approval to a number of changes to the Constitution. The report proposes the re-designation of two statutory posts and also asks the council to consider whether extended officer delegations agreed on a temporary basis at the Annual Council meeting should be continued.

Ward Affected:
All Wards

Contact Officer: Debra Norman, Director of
Legal, HR, Audit & Investigations
Tel: 020 8937 1578
debra.norman@brent.gov.uk

17 Financial Regulations and Scheme of Virements and Transfers

129 - 166

To receive a report from the Director of Finance seeking approval, following review, to updated Financial Regulations and the Scheme of Virements and Transfers.

Ward Affected:
All Wards

Contact Officer: Minesh Patel, Director of
Finance
Tel: 020 8937 4043
minesh.patel@brent.gov.uk

18 Approval of resolution for reason of member non-attendance at meetings 167 - 170

To receive a report from the Director of Legal, HR, Audit & Investigations seeking approval to extend the reasons under which a waiver may be granted for the non-attendance of any member at a meeting of the Council, Cabinet or any committee or sub-committee of the Council within a 6 month period for circumstances related to Covid-19.

Ward Affected:
All Wards

Contact Officer: Debra Norman, Director of
Legal, HR, Audit & Investigations
Tel: 020 8937 1578
debra.norman@brent.gov.uk

19 Motions

171 - 174

To debate the motions submitted in accordance with Standing Order 41.

Members are asked to note that the motions submitted have now been republished with the agenda.

Agenda republished on 7 July 2021

20 Urgent Business

At the discretion of the Mayor to consider any urgent business, in accordance with Standing Order 30(s).

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 2m social distancing guidelines.
- Attendees will need to keep a distance of 2m apart at all times.
- Signage and reminders, including floor markers for social distancing and one-way flow systems are present throughout the Civic Centre and Grand Hall 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 entrance and exit and within the Grand Hall.
- Those attending meetings are asked to scan the coronavirus NHS QR code for Grand Hall upon entry. Posters of the QR code are located at the entrance to the Grand Hall.
- 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/your-community/coronavirus/covid-19-testing/if-you-dont-have-symptoms/>



LONDON BOROUGH OF BRENT

Minutes of the ANNUAL MEETING OF THE COUNCIL
held as an online meeting on Thursday 29 April 2021 at 2.00 pm

PRESENT (in remote attendance):

The Worshipful the Mayor
Councillor Lia Colacicco

The Deputy Mayor
Councillor Abdi Aden

COUNCILLORS:

Abdi	Afzal
Agha	Ahmed
Akram	M Butt
S Butt	Chan
Chappell	Chohan
S Choudhary	A Choudry
Colwill	Crane
Daly	Dar
Denselow	Dixon
Donnelly-Jackson	Ethapemi
Ezeajughi	Farah
Gbajumo	Georgiou
Hassan	Hector
Hirani	Hylton
Johnson	Kabir
Kansagra	Kelcher
Kennelly	Knight
Lloyd	Lo
Long	Mahmood
Mashari	Maurice
McLeish	McLennan
Mitchell Murray	Murray
Naheerathan	Nerva
M Patel	Perrin
Sangani	Shah
Shahzad	Ketan Sheth
Krupa Sheth	Southwood
Stephens	Tatler
Thakkar	

1. **Welcoming Statement**

Prior to formally opening the meeting, the Mayor (Councillor Ezeajughi) took the opportunity to welcome everyone and invited Carolyn Downs, as Chief Executive, to run through the guidance issued in relation to conduct of the online meeting. Having noted the guidance, the Mayor then moved on to the formal agenda for the meeting.

2. **Apologies for Absence**

The Mayor advised that apologies for absence had been received from Councillors Conneely and Ramesh Patel.

3. **To elect the Mayor of the Borough for the Municipal Year 2021/2022**

Prior to handing over to the Chief Executive for the conduct of the election process, Councillor Ezeajughi (as outgoing Mayor) began by asking members for nominations to the office of Mayor of the London Borough of Brent for the 2021/2022 Municipal Year.

Councillor M Butt (Leader of the Council) proceeded to nominate Councillor Lia Colacicco. In moving the nomination, he thanked Councillor Ezeajughi and his family for their hard work and dedication during his extended period as Mayor, recognising what had been a challenging two years not only in terms of his civic role but also for the borough as a whole in responding to the pandemic. In nominating Councillor Colacicco, he felt confident she would be able to continue in the same manner providing the necessary civic leadership for the borough as it sought to recover from the pandemic.

Councillor McLennan (Deputy Leader of the Council) seconded Councillor M Butt's nomination of Councillor Colacicco for the office of Mayor of the London Borough of Brent for the 2021/2022 Municipal Year.

There were no other nominations and it was therefore **RESOLVED** that Councillor Lia Colacicco be elected Mayor of the London Borough of Brent for the 2021/2022 Municipal Year.

Councillor Colacicco proceeded to sign the statutory Declaration of Acceptance of Office of Mayor.

4. **To appoint a Councillor of the Borough to be Deputy Mayor**

Councillor Colacicco, as newly appointed Mayor, thanked members for her nomination and appointment as Mayor. She then announced that she had appointed Councillor Abdi Aden to serve as Deputy Mayor for the 2021/2022 Municipal Year.

Councillor Colacicco then formally returned thanks for her appointment and began by commenting on her pride in being nominated as Mayor and expressing gratitude to her predecessor Councillor Ezeajughi for his outstanding work across the borough during his two years as Mayor, which she pointed out would be difficult to follow. She also congratulated Councillor Aden on his appointment as Deputy

Mayor and thanked all members for their faith in appointing her to take on the role as first citizen of the borough.

The Mayor then went on to share some information about her background. She explained that she was the daughter of Italian immigrants who had moved to the country in the 1960s. She studied Psychology at City University and had then spent the 1980s extensively travelling on business, where she had developed her fascination for other cultures. Having settled down to married life and having two children, she had gradually become more interested in the growing environmental movement. Following a period as a Friends of the Earth activist she then had the honour and privilege to be elected as a councillor for Mapesbury ward in 2014.

Whilst commenting on what she felt her parents would have made of her appointment as Mayor, Councillor Colacicco emphasised the importance of the role and of councillors in general. Recognising the difference they could make in representing their local communities, she encouraged residents to make contact with their local councillors and to get involved whenever possible.

Councillor Colacicco then outlined her aims for her Mayoralty. She hoped to help Brent get the recognition it deserved, and to encourage everyone to make small changes to their lifestyles, including cutting their carbon footprint. Her overall message would be that small change added up, and her mantra would be that Brent is best.

Describing Brent as a melting pot full interesting variety and complex contradictions Councillor Colacicco went on to reflect on some of these. Referring to the report commissioned by the Council on poverty she highlighted the example of residents having to pay for the costs of inner city life yet at the same time living on a suburban wage. She also highlighted the fact the Borough was home to the world famous Wembley Stadium at the centre of the £25b football industry but with one third of households in Brent some way dependant on the welfare system. Whilst supporting the delivery of thousands of new homes, she also highlighted the significant levels of overcrowding in the borough, particularly (despite the Council's ongoing efforts) in the under-regulated private rented sector. Turning to education she also highlighted the fact that 165 languages were spoken across the boroughs schools with 96% managing to achieve good or outstanding Ofsted ratings. As a final example of the apparent contradictions she referred to the borough being home to the Welsh Harp reservoir and acres of parkland whilst at the same time experiencing some of the highest pollution levels in Europe linked to the North Circular Road and A5.

Councillor Colacicco also felt that the Council was too modest about its successes, and was keen to ensure the borough and staff received the recognition and promotion they deserved. As an example she highlighted the way staff had been required to adapt in responding to the pandemic with many having to learn new skills and take on new roles in assisting to deliver the Council's response and support to vulnerable residents, often at risk to their own health. In promoting the borough, she felt these efforts needed to be recognised and was therefore pleased to be able to list some of the awards won by staff in Brent since 2018. These had included a member of staff from Alperton Community School being named Global Teacher of the Year; Brent being awarded Parking and Legal Team of the year along with the Royal Town Planning Institutes Local Authority Planning Team of the

year; a member of staff being recognised as Young Lawyer of the year as well as the Council achieving the status of Young Local Authority of the year and being awarded the winning entry at the New Year Day Parade in 2020. The Mayor also highlighted how Brent was able to demonstrate it was leading by example in terms of the equality and diversity of its own workforce including at senior management level and ended by highlighting the borough having been selected as London Borough of Culture 2020 as well as having been awarded the title of Local Government Chronicle Council of the Year for 2020. She felt these demonstrated how Brent had been officially recognised as being the best. As further evidence of residents enjoying where they lived, she also highlighted how Brent has been identified, based on research by the ONS, as the happiest borough in the country.

Councillor Colacicco then moved on to express her gratitude for the mutual aid groups who had supported residents in the borough throughout the pandemic. In a year where so many had been forced to rely on others, she explained how difficult it was to have chosen just two charities to support during her year in office, but advised that she had selected the following two:

- Parkinson's UK; and
- Cricklewood Library

She also announced the launch of a Pledge, in which everyone could get involved. The idea would involve people (through an app) pledging to make a small change to their routine in order to help save resources. Examples provided included not fully filling the kettle, growing your own vegetables and eating seasonal food. Taking together it was felt these small changes would all add up to make a big difference at the end of the year.

Councillor Colacicco ended by informing members that her annual Civic Ceremony, was due to be held (lockdown permitting) on 8 July. This would be a secular event focussed on her chosen charities and launch of her pledge and in summing up reminded members of the support she would be seeking on her twin focus over the next year in relation to:

- reminding everyone of the big difference that could be achieved through small changes; and
- her role as an ambassador and cheerleader for Brent.

5. Vote of thanks to the outgoing Mayor

The Mayor then invited Councillor McLennan, as Deputy Leader, to propose a vote of thanks to all co-opted and other members serving on the Council's committees.

Councillor McLennan began by thanking the outgoing Mayor, Councillor Ezeajughi, for the example he had set in undertaking his civic duties and in fundraising for his chosen charities under such difficult and challenging circumstances.

As this was the Annual Meeting of the Council, she also advised it was an ideal opportunity to again highlight the valued work of the Council's co-opted and independent committee members, given the core role they played as critical friends in the Council's democratic process. She advised that their independence and objectivity were highly valued and integral to the role of the bodies on which they served including Scrutiny, Audit & Standards and the various health and education

bodies. She ended by thanking all of the co-opted Members for their work in supporting the Council's drive towards continuous improvement.

The Mayor then invited Councillor M Butt (Leader of the Council) to propose a vote of thanks for the outgoing Mayor, Councillor Ezeajughi. In doing so, he praised Councillor Ezeajughi's commitment to working with young people in the borough alongside the likes of the Jason Roberts Foundation, Brent Youth Foundation and Brent Youth Parliament. He remembered the interactions he had seen between Councillor Ezeajughi and new residents at Citizenship Ceremonies, in which he had shown such genuine excitement at seeing people become residents of the borough. He then highlighted the work Councillor Ezeajughi had undertaken with local community groups and organisations, particularly during the pandemic, which he recognised had been hugely valued by residents. Councillor M Butt ended by once again thanking Councillor Ezeajughi for being such a strong representative of the borough during his Mayoralty.

Councillor Kansagra, as Leader of the Conservative Group, advised that he would like to second the vote of thanks moved by the Deputy Leader to all co-opted and other members on the Council's committees. He also took the opportunity to congratulate the newly appointed Mayor and Deputy Mayor on their appointment before ending by thanking the outgoing Mayor for the way he had conducted himself and undertaken his civic role during such challenging times throughout the pandemic as well as for the way he had chaired the Council meetings both in person and online.

The Mayor then invited comments from other members in recognition of the role undertaken by the outgoing Mayor.

Councillor Dixon opened the tributes by thanking Councillor Ezeajughi for his hard work over the previous two years as well as his friendly nature and warm smile. She also took the opportunity to congratulate Councillor Colacicco as incoming Mayor and was confident that she would also excel in her new role.

Councillor McLennan once again thanked the outgoing Mayor for his hard work during the past two years, especially in response to the pandemic. Despite having done so well as Mayor, she was happy that he would now be able to turn his attention back to his role as a ward councillor supporting residents in Stonebridge. She also welcomed Councillor Colacicco as the incoming Mayor and advised how much she was looking forward to working with her over the year.

Councillor Mahmood then spoke highlighting what he felt had been the excellent work undertaken by Councillor Ezeajughi as Mayor, particularly in light of the pandemic. He also welcomed Councillor Colacicco into her role as Mayor and hoped that she would have a successful year.

Councillor Shahzad also took the opportunity to congratulate the incoming Mayor, whom he felt had shown her commitment to the people of Brent and would do a great job as Mayor. He then thanked the outgoing Mayor, who he felt was an excellent representation of what it meant to be a resident in Brent, and wished him the best for the future.

Councillor Sangani also thanked the outgoing Mayor and Mayoress on behalf of the Alperton community, and highlighted the work they had undertaken to support community groups during the pandemic. She congratulated and welcomed Councillor Colacicco into her post as Mayor and wished her luck for the forthcoming year.

Councillor Dar also thanked Councillor Ezeajughi, as outgoing Mayor, who he felt had been a great example to residents over the past two years. He then welcomed the incoming Mayor and Deputy Mayor and assured them that the Mayor's chosen charities would be fully supported over the next year.

In concluding the tributes, Councillor Johnson highlighted some of the work the outgoing Mayor had undertaken over the past two years, including his support for the Windrush Generation. He praised Councillor Ezeajughi for the lead shown in the Covid-19 response which he felt had been pivotal in helping residents access the support they needed throughout the pandemic. He ended by also congratulating the incoming Mayor and wishing her every success in the role.

The Mayor then invited Councillor Ezeajughi to return thanks and review his time in office.

Councillor Ezeajughi, in returning thanks, began by expressing his pride at having been elected as Mayor and being able to serve the people of Brent during the previous two years. Reflecting on his initial appointment in May 2019 he remembered with pride his Mayor Making ceremony with guests attending from across the UK as well as Nigeria. It had been with honour that he had been able to serve the borough and support his local charities with particular thanks extended to the Chief Executive, Leader and Deputy Leader and the borough's Deputy Lieutenant for their support during his the Mayoralty.

Commenting on how quickly his extended time in office had passed he then went on to thank his fellow Stonebridge councillors, Councillors Knight and Aden, for their support, which he pointed out had enabled him to focus on his mayoral duties. He also thanked all other councillors who had supported him and his charities during his Mayoralty, and in particular Councillors Denselow and Patterson for their support with the charity runs and Councillors Ahmed and Kabir for their regular support and advice. He also expressed thanks to Peter Gadsdon and Hakeem Osinaike for their help in organising the abseiling event for his charities.

In terms of his immediate team, he also took the opportunity to thank the Executive Support Team, and in particular Katie Smith, for their continued assistance during his Mayoralty as well as Thomas Cattermole for his advice and guidance. As final thanks he also highlighted the much valued support provided by Kim Gordon in managing the civic diary, organising civic events and supporting fundraising efforts along with Brian Kennedy for the professionalism, respect and courtesy he had demonstrated in his role as the Mayor's Attendant.

Moving on, he then took the opportunity to thank Councillor Colacicco for her support as his Deputy Mayor and to wish her along with her family all the best for the coming year as Mayor. He also congratulated Councillor Aden, who he felt was an excellent choice for Deputy Mayor.

Reflecting on his two years in office, Councillor Ezeajughi advised that he had been privileged to be able to engage with people locally, nationally and internationally in attending over 500 events as Mayor. This had included visits to a range of organisations including schools, churches, places of worship, residential care homes, Council housing developments, mutual aid groups, food banks, and new construction developments as well as representing the borough at various civic events, ceremonies and awards. As a result he had been able to meet many inspiring, talented and generous individuals who had made him proud to be a resident of Brent. He went on to list some of the highlights of his Mayoralty, which included:

- Hosting the first Windrush event in Brent with the help of Councillor Hylton;
- Visiting a wide range of community groups, faith groups and resident associations;
- Visiting Yibin, Southern China and Nigeria to gain support for the London Borough of Culture 2020 and UEFA Euro Championship 2020;
- The New Year's Day London Parade 2020 where Brent had won first prize and a £10,000 cheque for his charities;
- Welcoming the Duchess of Cornwall to Brent to visit the Granville Centre and the Kiln Cinema Theatre;
- The opening ceremony for Brent as London Borough of Culture 2020;
- Attendance at London Lord Mayor and other London Mayoral events;
- Hosting national and international delegations visiting Brent, including the First Ladies of the Anambra, Abia and Kwara states of Nigeria, the Auxiliary Bishop of Westminster, the Ambassador of Senegal, the Mayor of Yibin and the Wulliangye Group, a former Nigerian Presidential Aspirant (Peter Obi), the former Governor of Nigeria Central Bank (HRH Emir Dr Muhammadu Sanusi II), the Interim Director of Niger Delta Development Commission (Dr Cairo Ojogboh) and ambassadors of various other countries;
- Being able to promote the Borough internationally in China, Nigeria and beyond
- Initiating and forming the Brent Chinese Community Group with help from Councillor Chan;
- Working with Brent Communities during the pandemic and recognising all the charities/donors within Brent who had worked tirelessly during the height of the pandemic and were still working hard;
- Hosting the opening ceremony of the pink visitor car park in Brent;
- Visiting Nigeria, where he was able to meet the First Ladies of Kwara state and Anambra state with whom he was collaborating in tackling Sickle Cell disease;
- Working with the Council on communications for local residents concerning the dangers of the Covid-19 pandemic, assisting with delivery of food parcels and opening the Covid-19 testing and vaccination centres in Brent;
- Being able, on his most recent visit to Nigeria, to hand over a Dental Bus donation from the Angel Foundation UKJA in collaboration with the Denver Wesleyan Church, North Carolina to the CAFÉ charity in Anambra state.

He then highlighted the work he had undertaken to support his two chosen charities during his time as Mayor, the Jason Roberts Foundation and Sickle Cell Society, in order to elevate their profile and fundraise. He felt honoured to have been able to support and work alongside these charities to raise awareness of the impact of

sickle cell blood donations, and engage with young people in tackling knife, gun and gang crime. He then asked members to join him in a round of applause in recognition of the work they did and impact on local communities and beyond.

Councillor Ezeajughi then announced that it was with much pleasure he was able to announce that during his time as Mayor he had been able to raise over £50,000 to be shared between both his nominated charities. He thanked all of those who had donated and fundraised, however big or small for their contributions, and also took the opportunity to thank all his major donators and fundraisers including Quintain, SISK, Wates, Dominvs Group, Paul Harrison of Tropical Sun Foods, Alan Hovell, Wing Yip, Bang Bang and Ace Café.

Highlighting how much he had enjoyed his time as Mayor, Councillor Ezeajughi ended by thanking his wife for her patience, humility and immense support during his Mayoralty whilst also caring for their young family. He also thanked his family, and especially his four children, for their love, support and understanding during his time in office and in closing, once again took the opportunity to thank all members, council staff, local community groups and residents for their support during the pandemic and beyond.

The Mayor thanked Councillor Ezeajughi for his comments and highlighted how much she had personally enjoyed working with him and his family during his time as Mayor. She ended by wishing him well for the future and then advised that as this now concluded the ceremonial part of the meeting she would move on to deal with the remainder of the agenda.

6. Declarations of Interest

There were no interests declared by Members.

7. Minutes of the Previous Meeting

It was **RESOLVED** that the minutes of the previous meeting held on Monday 22 February 2021 be approved as a correct record.

8. Mayor's Announcements

The Mayor made the following announcements:

(i) Death of Former Councillor Pam Jordan

The Mayor announced it was with much sadness she had to begin by advising members of the death of former Councillor Pam Jordan, who had recently passed away at her home in Dollis Hill at the age of 90. Pam had served as a councillor representing Cricklewood ward from 1978 to 1982 and Willesden Green ward from 1986 to 1990. She had also served as a Governor and for almost a decade as Chair of the Corporation of the College of North West London as well as being a member on the Board of Tricycle Theatre Company for over three decades.

(ii) Commemoration of HRH Prince Philip, Duke of Edinburgh

The Mayor also reflected on the passing of Prince Philip, Duke of Edinburgh, who she felt had been an outstanding public servant, dedicating his life in service of the country and the Commonwealth. She felt he would be most remembered for his outstanding dedication and support to Her Majesty the Queen as well as for the Duke of Edinburgh's Award, which since its creation in 1956 had helped countless young people, including many in Brent.

The Mayor then invited those present online to observe a minute's silence in memory of both former Councillor Pam Jordan and HRH Prince Philip, Duke of Edinburgh.

The online meeting was then paused to observe a minute's silence.

The Mayor then invited Councillors Crane and Long to give tribute to former Councillor Pam Jordan.

Councillor Crane advised that he would specifically remember Pam for the work undertaken in supporting equal opportunities and multiculturalism. In terms of her career he highlighted her background in further education, lecturing at the College of North West London as well as serving on the Education Committee and later chairing the Further Education Sub-Committee. She went on to become Deputy Leader of the Council, and he remembered had played an important role in stabilising the Council's finances in the late 1980's. After leaving the Council, she became Chair of the College of North West London and during this time was honoured with an OBE. He also remembered her love of reading and being a keen supporter of Brent's local libraries as well as the instrumental role she had played in opening the Tricycle Theatre in Kilburn and serving on its Board.

Councillor Long also paid tribute to Pam, remembering her efforts as Deputy Leader to stabilise the Council and as an active trade unionist. Highlighting her passion and support for libraries, Councillor Long felt that she would have been delighted to see the incoming Mayor chose Cricklewood Library as one of her nominated charities.

As a final contribution, the Mayor then invited Councillor Hector to pay tribute to Pam whom she advised she had worked with at the College of North West London and was remembered for her efforts in supporting her colleagues.

The Mayor advised that this concluded her announcements and then moved straight on to the next item.

9. Constitution Changes & Pay Policy Statement

The Mayor invited Councillor M Butt (Leader of the Council) to introduce the report from the Director of Legal, HR, Audit & Investigations.

Councillor M. Butt advised that the report outlined the steps being taken to manage any potential return of face-to-face Council, Cabinet and committee meetings whilst the pandemic continued alongside a number of changes to the Council's Contract Standing Orders, Constitution and Pay Policy Statement.

As no members indicated that they wished to speak on the item the Mayor put the recommendations straight to the vote and they were unanimously declared **CARRIED**.

It was therefore **RESOLVED**:

- (1) To note the current legal position in respect of remote meetings, as detailed within the report.
- (2) To note the changes to officer and Cabinet Member delegated powers agreed by the Leader of the Council, as set out in Appendix 1 of the report.
- (3) To agree the changes to officer delegated powers, as set out in Appendix 2 of the report.
- (4) To agree the arrangements for review of the changes to officer delegated powers referred to at (2) and (3) above and set out a paragraph 3.8 of the report.
- (5) To agree the changes to contract standing orders, as set out in Appendix 3 of the report.
- (6) To agree the general changes and updates to the Constitution, as set out in Appendix 4 of the report.
- (7) To authorise the Director of Legal, HR, Audit and Investigations to amend the Constitution to remove changes previously made to permit remote attendance at meetings in the event that the judicial review claim currently in progress was unsuccessful.
- (8) To note that, to the extent that the changes set out in the report related to executive functions of the Council, they have been approved by the Leader.
- (9) To authorise the Director of Legal, HR, Audit & Investigations to amend the Constitution accordingly, including making any necessary incidental or consequential changes.
- (10) To agree the changes to the Pay Policy Statement for 2021-22 set out in paragraph 3.12 of the report.

10. **Representation of Political Groups on Committees**

The Mayor then moved on to invite Councillor M Butt (Leader of the Council) to introduce the report from the Chief Executive.

Councillor M.Butt advised the report fulfilled the Council's duty to review and determine the representation of different political groups on certain Committees at its annual meeting.

As no members indicated that they wished to speak on the item the Mayor put the recommendations straight to the vote and they were declared **CARRIED**.

It was therefore **RESOLVED**:

- (1) That the size of each Committee be agreed, as detailed within the report.
- (2) To agree (where the rules of political balance apply) the allocation of seats on committees to each of the Council's political groups as set out in the report.
- (3) To make appointments to those committees giving effect to the wishes of the political group allocated the seats; and
- (4) To note that the political balance on sub-committees would be reviewed at the first meeting of the General Purposes Committee and the Licensing Committee held following the Annual Meeting.

11. **Appointment to Committees and Outside Bodies & Appointment of Chairs & Vice-Chairs**

The Mayor then invited Councillor M Butt, as Leader of the Council, to introduce the report from the Chief Executive.

Councillor M.Butt advised the report set out the nominations for appointments to Committees, Joint Committees, Forums, Panels, Outside Bodies and nomination for Chairs and Vice Chairs, where necessary, for the 2021/21 municipal year.

As no members indicated that they wished to speak on the item the Mayor once again put the recommendations in the report straight to a vote and they were unanimously declared **CARRIED**.

It was therefore **RESOLVED**:

- (1) To agree or where appropriate confirm the proposed appointments of Members, Co-Opted Members and substitutes to Council Committees and Outside Bodies as set out in Appendix 1 of the report.
- (2) To agree the proposed appointment of Chairs/Vice Chairs to Council Committees as set out in Appendix 1 of the report for the 2021-2022 municipal year.
- (3) To agree:
 - (a) the re-appointment (as detailed in section 3.4 of the report) of the following three Independent Persons with effect from 1 May 2021:
 - William Goh and Keir Hopley for a four year term of office, subject to confirmation by Full Council each year; and
 - Nigel Shock for a one year term of office;
 - (b) the appointment of the following two new Independent co-opted members on the Audit & Standards Advisory Committee – Javid Ansari & Mark Mills for a four year term of office, subject to confirmation by Full Council each year, with effect from 1 May 2021 (as detailed in section 3.5 of the report);

- (c) the re-appointment of Mr David Ewart as independent chair of both the Audit & Standards Advisory Committee and Pension Board for a two-year term of office ending on 31 July 2023.
- (4) To note the appointments
 - (a) Notified by the Leader of the Council in relation to Cabinet and Cabinet Committees and their respective Chairs/Vice-Chairs, as set out in Appendix 2 of the report for the 2021-22 Municipal Year.
 - (b) To be confirmed by General Purposes Committee, as set out in Appendix 3 of the report for the 2021-22 Municipal Year.
 - (c) To be confirmed by the Licensing Committee, as set out in Appendix 4 of the report for the 2021-22 Municipal Year.

(The full list of appointments can be found as part of the appendices to the main report republished prior to the meeting).

12. **Calendar of Council Meetings for the 2021/2022 Municipal Year**

The Mayor then invited Councillor M Butt (Leader of the Council) to introduce the report from the Chief Executive which he advised presented the final calendar of meeting dates for Full Council and other meetings during the 2021/22 municipal year.

As no members indicated that they wished to speak on the item the recommendations in the report were put straight to the vote by the Mayor and were unanimously declared **CARRIED**.

It was therefore **RESOLVED** that:


- (1) Members approve the dates for Full Council and other meetings to take place during the 2021/22 Municipal Year, as attached in Appendix 1 of the report.
- (2) The Head of Executive and Member Services be authorised to make any alterations deemed necessary to the Municipal Calendar during the course of the Municipal Year having consulted the Leader of the Council; the Leader of the Opposition Group; and the Chair of the affected meeting.

13. **Urgent Business**

As there was no urgent business to be transacted the Mayor declared the Annual Meeting closed and advised that she looked forward to seeing all members at the next Council meeting on Monday 12 July 2021.

The meeting closed at 3.15 pm

COUNCILLOR LIA COLACICCO
Mayor

 Brent	Full Council 12 th July 2021
	Report from the Leader of the Council
Update report from the Leader and Cabinet	

Wards Affected:	All
Key or Non-Key Decision:	Council
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:	One Appendix 1 Lead Member Update reports
Background Papers:	N/A
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	N/A

1.0 Purpose of the Report

- 1.1 This report provides an update on the work being undertaken by the Leader and Cabinet, in accordance with Standing Order 31.

2.0 Recommendation(s)

- 2.1 Council is asked to note this report.

3.0 Detail

- 3.1 In accordance with Standing Order 31, this report presents an outline by the Leader and Cabinet Members on the key and significant issues identified as arising from their remits and that of the Cabinet.
- 3.2 Up to 3 minutes is provided at the Council meeting for the Leader, or any other Cabinet Member(s) identified to present the report highlighting any issues felt to be of significance.
- 3.3 Set out in Appendix One are the written updates provided.

4.0 Financial Implications

- 4.1 As the report is for information purposes there are no direct financial implications.

5.0 Legal Implications

- 5.1 As the report is for information purposes there are no direct legal implications.

6.0 Equality Implications

- 6.1 As the report is for information purposes there are no direct equality implications.

APPENDIX 1 – UPDATES FROM LEADER AND CABINET

1. Leaders Introduction – Councillor Muhammed Butt

- 1.1 This is a welcome if peculiar return to in-person meetings for this council's principal committee.
- 1.2 Though far from free of the pandemic this borough is, for the moment, faring relatively well. With Wembley playing host to both the Euros and the government's experiment with increasing crowds at live events, it is somewhat of a relief to see our local daily caseload (55) hovering at less than one twelfth of their December peak (726) – for context, London's total daily rate (2,598) is around one seventh of that same December peak (19,861). Better news still is that having been through so much trauma and tragedy these past 18 months, current hospitalisation and mortality rates remain mercifully low.
- 1.3 Whilst there are undoubtedly a number of contributing factors to this silver lining, it does seem to be becoming clearer by the day that vaccinations are breaking the links between infection, transmission, severe illness, and death. Here in Brent, at the time of writing, 196,368 people have received their first dose, with 131,799 also having had their second. That is a tremendous effort on the part of everyone involved, from the scientists responsible for the medical breakthroughs, to the volunteers guiding people to their jabs. For those still waiting for the opportunity or apprehensive about what's involved, do please seek expert advice as soon as possible from a reputable source such as www.brent.gov.uk/vaccine. The vaccines are safe, they work, and they are by far the best way of protecting yourself and your loved ones from the worst aspects of this awful disease.
- 1.4 Though cause for optimism in public health terms, Covid-19 is still having a detrimental impact on our local economy. Between furlough, the self-employed, and unemployment, more than 80,000 residents have found themselves under a pandemic-related financial pressure. With government insisting on bringing the furlough scheme to an end and set on cutting Universal Credit, many of Brent's households are at very real risk of imminent hardship. Clearly, with half the borough's workforce in such an unenviable position, this council cannot and will not stand idly by.
- 1.5 Throughout the crisis, we have done as much as conceivably possible under very difficult circumstances to help and support everyone in need. As time has gone on our capacity for providing such support has increased no least in our ability to provide millions of pounds in direct cash grants to residents and businesses alike. We now stand ready once again to provide local people and local enterprise with a range of financial stimulus and active support. As a subsequent report on this agenda sets out, thanks to our prudent management of this council's finances over the past decade, we are now able to safely utilise reserves that were accrued for such a moment as this, where the costs of inaction are unthinkable and no alternative exists.

- 1.6 In closing, I would like to note the very welcome addition of Councillor Gwen Grahl, who won the recent Brondesbury Park by-election in a resounding, trend-bucking victory. Councillor Grahl ran an impressive campaign and, as is clear in her majority, gave her residents every reason to believe that she, as this borough's newest Labour representative, was and is committed to dramatically improving the quality of life and life chances for everyone in Brent.

2. Deputy Leader – Councillor Margaret McLennan

2.1 Finance

2.1.1 The process of budget-setting for 2022/23 commences this month with the publication of three key financial reports:

- Financial Outturn 2020/21 - this report will set out the outturn for income and expenditure versus the revenue budget for 2020/21;
- Q1 2021/22 Financial Forecast - this report will set out the current forecast of income and expenditure versus the revenue budget for 2021/22;
- Medium Term Financial Outlook (MTFS) - this report will set out the overall financial position facing the Council over the medium term and the proposed budget setting strategy for 2022/23.

2.1.2 The MTFS is the principle report that sets out the:

- Risks and uncertainties that already existed prior to COVID-19 and the new risks that must now be addressed. It also sets out the proposed budget setting strategy for 2022/23, which is the Council's minimum legal duty in respect of local authority budget setting, and beyond in order to maximise the period of consultation with residents, businesses and other key stakeholders.
- Outlines how the MTFS aims to provide a framework to invest broader ambitions and long term priorities such as the Borough Plan, the recovery from COVID-19 and other future steps to ensure the Council continues to operate in a financially sustainable and resilient way.
- Sets out the medium term risks and uncertainties to the current budget assumptions contained within the MTFS.

2.1.3 Fair Funding Review/Spending Review - It is unlikely there will be capacity to implement the complexities of the FFR this year, but MHCLG have stated that they will look for a two or three year 'Settlement' that will allow budget-setting certainties for all authorities that they have not had with rolled-forward yearly spending reviews.

2.2 ICT/Digital Transformation

2.2.1 The Brent Technology Roadmap Capital Investment was approved at Cabinet on the 14th June. It is a 5 year Capital Investment programme and Technology Roadmap, covering the 2020-2025 period, for Brent's portion for the Shared Technology service of Brent, Lewisham and Southwark Councils.

2.2.2 The investment will provide a secure, stable and resilient IT infrastructure for the Council.

2.2.3 Five key categories make up the IT roadmap:

- Datacentre Improvements
- Campus networking improvements
- End user modernisation
- Cyber protection
- Service improvements

2.3 Customer Services: Customer Access (Housing Customer Services, Customer Service, Contact Centre and Benefits)

- 2.3.1 The hours continue to be operational Monday – Friday between 10- 2pm. CSC staff continue to deal with vulnerable customers and where necessary, will take details for Digital Assistants to call customers, to assist them in completing Housing Benefit and Housing Application over the phone.
- 2.3.2 CSC staff are working on the Corporate Contact Centre on Council tax, Benefits and switchboard and still remain deployed on Covid Test line, Covid Support line and the Test and Trace service; working in and this outside of the CSC operating times.
- 2.3.3 The Customer Contact Centre continues to manage the appointments for the three local testing sites and calls regarding LFT tests.

2.4 Registration and Nationality

- 2.4.1 The Marriage Schedule System was introduced on 4th May 2021. Marriage registers have now ceased and A4 Marriage Schedules are signed as notification that a marriage has taken place. Residents will need to be educated on what this means to them. Since the introduction the RON software has been unstable and the system breakdown has cause time delays to customers and staff.
- 2.4.2 Clergy and Ministers from religious venues across Brent have been returning their registers each Thursday. In Brent there are 85 religious venues to get registers from and stock back from so a major programme of action for the service.

2.5 Community Hubs

- 2.5.1 The Hubs are continuing with a phased re-opening plan. Some plans have had to be changed to align with library re-opening dates. Work is also underway on developing the hub offer for the Civic Centre.
- 2.5.2 The new hub space in South Kilburn is being fitted out with technology by the Shared Technology Service (STS, Brent, Lewisham and Southwark). Once this is complete a phased transfer from the existing space will begin.
- 2.5.3 The current face to face opening arrangements are as follows:
- Monday - Wembley Hub, Ealing Road Library - 10am-2pm
 - Tuesday - Willesden Hub, Willesden Green Library - 10am-2pm

- Wednesday – Harlesden Hub, Harlesden Library - 10am-2pm
- Wednesday – (Outreach) Trussel Trust food bank, Kingsbury - 1pm-3pm
- Thursday – Kilburn Hub, William Dunbar House, 10am-12pm
- Thursday – (Outreach) St Laurence's Larder food bank - 10.30am-12.30pm

2.6 Human Resources

- 2.6.1 To meet the needs of organisational practice post pandemic and current COVID legislation; an updated Flexible Working Policy is being discussed across the organisation that will ratify current hybrid working practice. It is a model that will be used widely across Local Government.

3. Public Health, Culture and Leisure – Councillor Neil Nerva

3.1 Covid 19 Vaccination

- 3.1.1 Brent Council is working with local NHS partners to support the vaccination offer to all residents 18 and over can be vaccinated against COVID-19
- 3.1.2 In Brent vaccinations is carried out the mass vaccination centre in Wembley – Olympic Way , pop up clinics and the touring vaccine bus
- 3.1.3 Brent Council has a communication programme to residents overcome vaccine hesitancy.
- 3.1.4 It is important to remember that residents who do not have GP , including residents who may not be in the country with permission of the authorities, can use pop up clinics and vaccine bus
- 3.1.5 I would like to thank staff across the local NHS and Brent Council for working hard to ensure that vaccination reaches all adults living in Brent
- 3.1.6 In addition, special thanks to volunteers at the vaccine centres – you are key to the vaccination programme.
- 3.1.7 Up to date information about Covid vaccination programme can be found at <https://www.brent.gov.uk/your-community/coronavirus/vaccine/>

3.2 Brent Health Matters

- 3.2.1 I am pleased to report to Brent Health Matters now working across the whole of Brent
- 3.2.2 Across Brent there are now
 - 7 Community Connectors
 - 12 Health Educators
 - 27 Community Health Champions
- 3.2.3 In addition, all of the £250,000 Community Grant Fund has been allocated.
- 3.2.4 The Community Connectors have delivered a number of collaborative initiatives including the following examples:
 - An emotional health and wellbeing session was delivered to the Jason Roberts Foundation with Councillor Ketan Sheth in mid-May.
 - Between March and April Faith in Mental Health workshops were held with Brent Multi Faith Forum. Faith leaders want to access further training including MH First Aid training. The project aims to build stronger relationships and collaboratively create a toolkit that will support faith leads with knowledge and skills to support their congregants who present with mental health and wellbeing needs more effectively in the future. The

project also aims to create a partnership between the Forum and MH Provider leads to learn from each other, and the development of MH friendly places of worship. An evaluation of the project is being drafted and will be shared in due course.

- A leaflet on Ramadan, health and Covid-19 information developed with Faith Leads and shared widely including at Vaccine bus sites.
- Podcast was recorded by youth leads in collaboration with Good Thinking to support young people's emotional health and wellbeing needs.
- MH and wellbeing training programmes developed for Health Educators, Community Champions and developing a longer term offer to other community groups and the public.
- In partnership with Helpforce worked to co-produce (with the community) a MH and Wellbeing survey in Alperton and Church End – and shared the results with the community, looking at what can be put in place as a community asset to reduce need for statutory care.
- Recently developed a diabetes focused health education initiative with Willesden Mosque

3.2.5 This report from the Brent Health Matters Health and Wellbeing workstream provides an insight into work to directly address health inequalities and access to service issues.

3.2.6 2,300 patients across 10 GP practices located in Church End and Alperton have been provided an initial Health and Wellbeing assessment Following initial assessment, the team have provided a number of interventions for these patients including blood tests, flu vaccinations, asthma control tests as well as providing bespoke health promotion and education on key messages tailored for patient needs. In addition to this, many patients have been signposted or referred to other health and social care services where relevant.

- 323 patients have been given flu vaccination.
- 865 comprehensive health assessments completed.
- 187 patients had blood, BP checked for LTC management
- 685 patient care plans updated
- 560 patients have received bespoke health education

3.2.7 The team have also supported the Covid vaccination programme, in terms of myth busting and working towards improving uptake of the Covid vaccinations through telephone discussions with reluctant patients.

- 1,965 patients called
- 153 vaccinations booked

3.2.8 The team provide the Patient Advice Line where patients can ring regarding any non-clinical queries related to their health or social care. Call volumes have risen, with a refocus on providing COVID vaccination information and booking vaccination appointments.

- 545 calls received
- 194 vaccinations booked
- 351 individuals supported with general health and Covid queries

3.2.9 Recently the service began providing the clinical team to support vaccination activities on the vaccination bus.

3.2.10 For further information go to <https://www.brent.gov.uk/your-community/brent-health-matters/>

3.3 Brent Summer on Your Doorstep

3.3.1 Brent is ready to support residents having a summer staycation

3.3.2 I am pleased to announce the Brent Summer on Your Doorstep programme

- Over 27 cultural events (Music, exhibitions, dance, cinema, theatre)
- Over 20 separate events in libraries (Zoo Lab, Maths on Toast, Crafting, storytelling)
- Free swimming during the holidays for children and young people at Willesden and Vale Farm
- 20 Outdoor Gyms with 18 instructor led sessions per week
- 7 walks per week
- 8 Our Parks exercise sessions
- Working with Wembley Park who also have a great Summer Offer, The Kiln Theatre, The Lexi, and other organisations / community groups in Brent.

3.3.3 Linked to Brent Summer on Your Doorstep is Brent Holiday Activities and Food (HAF) Programme

- Over 50 organisations applied to run a holiday programme.
- Places for over half the number of children on Free School Meals (approximately 4,000 children and young people)
- Huge variety of activities including sports, craft, food education, music, water sports at The Welsh Harp, costume making and gardening.
- Activities will take place at schools, sports centres, parks, community buildings such as Bridgestone (Jason Roberts Foundation) and Sufra

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4. Environment – Councillor Krupa Sheth

4.1 Key areas of activity include:

- Brent Community Skips have started. 30th June, being the first of an initial 21 events.
- Brent Connect Area Environment meetings - Two of these have been conducted and all councillors should be aware of the dates of these meetings going forward.
- Enforcement teams from Environmental Enforcement & Regulatory Services have been helping police the Euros with respect to breaches of legislation and the PSPO.
- We have completed planting 320 new street trees in deprived wards over 2 years, funded by DEFRA, GLA and LB Brent Planning.
- Street lighting reliability continues at over 99.5%.
- All parking enforcement services are now operating at full capacity, following the re-opening of the retail and hospitality sectors.
- Intensive enforcement activity during Euro tournament match days has led to the issuance of over 600 PCNs per event, deterring many other potential instances of illegal parking.
- A consultancy has been appointed to commence the visioning work at Welsh Harp, in partnership with the C&RT, Barnet Council, London Wildlife Trust and the GLA. A programme of community consultation is in the process of being developed and will be shared with ward councillors when available.
- The final stages of a brand new outdoor gym are underway in King Edward VII park, Wembley.
- 10 new dog bag stations have been installed across our parks, to positive support from the community and we are seeking to install a further 10 shortly at other locations.
- Partnership work continues to keep the car park at Gladstone Park locked every night to prevent anti-social behaviour from disturbing local residents. A long term plan is currently being drafted by the Parks Service.
- The brand new cricket nets are now open in One Tree Hill and feedback from the local community is positive.
- The Green Infrastructure Vision for the council is almost fully developed, with a multi service approach to initiatives being included in a short term action plan, which will showcase the great work being done across the council to make Brent greener, from air quality to rain gardens and mapping of existing green infrastructure.
- Veolia have flagged up a national driver shortage. Services are not currently impacted, but the situation is being monitored and mitigating measures are being put in place.
- Cleansing around Wembley stadium on Euro event days is progressing well. The increase to 40,000 capacity has not caused any contractor cleansing issues.

- The SEN transport service has coped well with the many requested changes due to lockdowns and individual school requests. A small number of passengers are still using specific transition arrangements to reintroduce the passenger to school after a year of disruption.
- Bridge Road – The new connector road was opened on Friday 11th June ahead of the Euro tournament. Initially as a T junction with signalisation later in the Summer.
- Footway Investment update – The programme for residential streets will be completed in August when 107 footways will have benefited from planned maintenance. A further eight footways will have received comprehensive reactive maintenance (Mapesbury, Barnhill wards). Maintenance to six secondary shopping parades are currently being programmed with an envisaged start date in August.
- HVM around Wembley – The hostile vehicle mitigation works are currently suspended until after the Euros. Eight of the twelve locations were completed prior to the event and have been in operation. The contractor will return after the Euros to complete the remaining four sites, located on Engineers Way, South Way and Fulton Road.
- Euros – Traffic Management has worked extremely well for the Euro matches to date. Attendance will increase for the semi final and final.
- Our Procurement Sustainability Policy has been completed and is now live both internally and externally .
- We received a £700k funding award from DEFRA to make Willesden a designated Clean Air Village
- The first ever cargo bike trial has been held in Harlesden – Sparks
- Further cargo bike trials are planned in Harlesden: Crazy Baker and Harlesden Mutual Aid
- Solar Together Scheme – 742 new registrations have been received for solar panels in the borough, 57 applicants at this stage have accepted and are going ahead with installation
- Decarbonising our own estate – the Council has successful bid for £3.2m of funding from the Public Sector Decarbonisation Fund to improve the energy efficiency of 16 Brent Council buildings, with an additional £500k top up from the council's strategic priorities fund for LED lighting upgrades as part of this work.

4.2 Key activities in terms of community engagement include:

- The first meeting of the School Climate Champions Network – 8 schools attended, and we are arranging to speak to schools 'clusters' to further our reach and get more schools to attend the next meeting in late June
- The Carbon Offset Fund Planning Group is now meeting regularly. This involves 30 or so residents who are active and provide an accurate demographic representation of the borough. The Planning Group heard from a variety of experts about energy efficiency and are approaching making key decisions about the allocation criteria
- 130 community sign-ons for the first climate emergency webinar – How Travel is changing to beat climate change, Further webinars are to be organised – the

focus of next one will be on Food and its impact on climate change - (food waste and meat-eating)

- Brent Environmental Network now has 392 members – we continue to send them a monthly newsletter full of community highlights and sustainability tips, along with specific alerts of events etc
- We set up stalls on Climate Action Week (week of 26th June) to talk about what Brent is doing to tackle climate emergency and raise awareness.
- Developing engagement plans in run up to COP and developing a new digital presence.

5. Regeneration, Property and Planning – Councillor Shama Tatler

5.1 FM Services

- 5.1.1 From the 1st July we are proud to welcome back 120 members of FM staff (cleaners, security, porters) back in-house to the council. It is great to have these valued staff in the Brent Family and we look forward to working with them on our estate.

5.2 Neasden Station Growth Area Draft Masterplan

- 5.2.1 Brent Council is asking for residents' views on how the future development of the area around Neasden Underground Station might look.
- 5.2.2 Part of this exciting vision will include 2,000 new and affordable homes, new job opportunities for local people, improved and integrated cycling routes and new and better open spaces.
- 5.2.3 We want residents to have their say on the draft Masterplan Supplementary Planning Document (SPD), which will help guide and influence the development of Neasden Station Growth Area (NSGA). This includes land around Neasden Underground Station that the Council has designated for development in its draft Local Plan.

For more details visit - <https://www.brent.gov.uk/your-community/regeneration/growth-areas/neasden-stations-growth-area/get-involved/>

5.3 Local Plan Note - Consultation on Proposed Modifications 8th July – 19th August 2021

- 5.3.1 The proposed modifications to the draft Local Plan are required by the Inspectors undertaking the examination. This is to ensure that the plan is sound and legally compliant and can be adopted by the Council.
- 5.3.2 The modifications follow the examination hearings sessions between 29th September and 16th October 2021 and associated actions required of the Council. The consultation only relates to modifications. Other parts of the draft Plan that are not changing cannot be commented on.
- 5.3.3 It will be for a 6 week period starting 8th July 2021.

5.4 Article 4 – Conservation Areas

- 5.4.1 Brent's residential conservation areas have Article 4 Directions in place - removing Permitted Development rights – in order to retain architectural features particular to the area.
- 5.4.2 Each of the existing Article 4 Directions are over 25 years old. In many cases, they are difficult to understand because the wording is unclear.

5.4.3 On 7 September 2020 Cabinet approved the consultation for new Article 4 Directions to replace the existing directions for its residential conservation areas. There is no separate procedure in the legislation for modifying existing Article 4 Directions. Instead, the existing Directions need to be cancelled and replaced with new Directions.

5.4.4 Consultation on the Directions was undertaken for 4 weeks from 19 November to 18 December 2020. Once confirmed the Article 4 Directions would commence from 18 December 2021.

5.5 Property and Planning achievements

5.5.1 Working with Housing, to date we have:

- Over 260 council homes built and occupied
- Over 500 under construction
- Over 300 with planning permission

5.5.2 In terms of planning the last year has seen the following be secured in planning

- 9,283 new homes approved
- 2,847 secured as Affordable Housing
- 27,000 sqm of industrial / warehousing space
- 4,000 sqm of retail / food and drink space
- A new secondary school
- A new Special Educational Needs school
- Extensions and improvements to schools (incl. an art studio and an artificial turf pitch)
- Three new multi-use community facilities
- A new nursery
- New university facilities and student accommodation
- Affordable Workspace
- New primary health centre
- New gyms and leisure facilities
- A new sports and recreation centre
- Upgraded train driver accommodation
- 9 additional concerts each year at Wembley Stadium
- A diplomatic and consular services facility

5.5.3 A huge thank you to the planning committee and department who have worked so well continuing the work of planning online.

5.6 Grand Union Development

5.6.1 We visited the Grand Union Site in Alperton and to see the progress of the build. It was great to see the first phase moving quickly and that by the end of year council tenants will be moving into their new council homes overlooking the canal. Progress on the community centre was good and it was great to hear about the community board who will be running the centre.

5.7 Harlesden High Street

- 5.7.1 Harlesden is set to be transformed by a million-pound regeneration project after Brent successfully secured funds for a Harlesden Gateway High Streets Heritage Action Zone. Brent's winning bid will create a scheme to improve the area and restore lost features on historic buildings in Harlesden town centre over the next two years.
- 5.7.2 The High Streets Heritage Action Zone is part of the £95 million government-funded programme delivered by Historic England to unlock the potential of 68 high streets across the country. The Harlesden scheme will help support Brent's economic recovery and breathe new life into the area.
- 5.7.3 Historic England's original funding award for the project was worth more than £437,600. Since then, they have offered a further £95,000 to support the programme.
- 5.7.4 Brent Council will match this with over £454,000 through a successful bid to the NCIL fund (Neighbourhood Community Infrastructure Levy) which is funded by new developments in the borough, bringing the total investment to almost £1 million.
- 5.7.5 The funding will help deliver:
- Shopfront improvements for a selected list of buildings on the stretch of Harlesden High Street within the designated conservation area (97-109 High Street).
 - External improvements to the former HSBC Bank building.
 - A "how to" guide on shopfront improvements for local Harlesden businesses.
 - Community engagement including a number of apprentices and workshops for young people.
 - A local cultural consortium that will bid for revenue funding from Historic England to deliver a programme of cultural activity for the town centre during 2022 in celebration of its diverse heritage and communities. The internal renovation of the former HSBC bank building, which will provide a supportive space for young people run by the Refugee Support Network.
 - The improvement of highways, two road crossings and pavements across six streets.
- 5.7.6 In addition, Harlesden cultural organisations will receive £100,000 to launch a series of community-led activities on and around the High Street over the next two years.
- 5.7.7 The grant from Historic England is the latest in a string of investments in Harlesden, designed to boost public and community spaces, local businesses, as well as to celebrate local cultures.

- 5.7.8 The Young Brent Foundation will lead a Consortium of 9 local organisations (yet to be announced). Together, they will create and deliver a series of cultural programmes, building on Brent's year as London Borough of Culture. The programmes will reflect and highlight the rich, diverse heritage of Harlesden and those who call the area home.
- 5.7.9 As well as getting young people involved and excited in the cultural life of their area, the programme will give participants the opportunity to build digital skills, host workshops and other events.

5.8 Back to Business: £2.6m more for COVID-hit traders

- 5.8.1 A new grant, launched by Brent Council, will help businesses that have been impacted by COVID-19 but have not been supported by the Government's Restart Grant or the Local Restrictions Support Grant. The available pot amounts to more than £2.66m.
- 5.8.2 With restrictions easing, Brent is once again the place to do business. But we know it will take many businesses a long time to balance the books. From webinars to grants, apprenticeships to the support businesses receive from Brent Council's Town Centre Managers, we're doing all we can to help them survive and thrive.
- 5.8.3 This grant is designed to plug gaps we spotted in the financial support net and help those who missed out on previous support. If you think your business is eligible, please apply.

<https://www.brent.gov.uk/your-community/coronavirus/businesses-and-employers/apply-for-the-back-to-business-grant/>

5.9 Shop Local Campaign

- 5.9.1 With restrictions hopefully coming to and we will be embarking on a Shop Local campaign encouraging residents to shop locally and support Brent's great local businesses who have been particularly hit hard during the pandemic.
- 5.9.2 Please do and go support our local high streets and businesses.

5.10 Brent Streetspace/Active Travel

- 5.10.1 We have been delighted in the success of the school street programme and now over 30 schools and children have benefited from a safer, greener and more active journey to school. We are working on making improvements to the schemes following consultation and hope to expand the programme to other schools.
- 5.10.2 Living Streets have started engagement with residents and councillors about Brent Healthy Neighbourhoods. There will be a series of online meetings, on street conversations with residents on proposed schemes. The initial approach has not been ideal but as the Cabinet Lead I am determined to look at ways we

can improve air quality as well as improve infrastructure for pedestrians and cyclists. We have also have a public health duty to encourage more active travel and modal shifts. We will work with residents and councillors on this.

5.11 NCIL

5.11.1 Once again, we had some brilliant projects and organisations apply for NCIL this round. We're delighted to be able to support so many and look forward to seeing them realised.

6. Schools, Employment and Skills – Councillor Tom Stephens

6.1 ‘Summer on your Doorstep’ – Education and Wellbeing Recovery

- 6.1.1 As we move into the summer holidays, securing education and wellbeing recovery will be a central corporate priority. The Council is committed to working in partnership with schools, community organisations and young people to deliver a comprehensive programme of school holiday support to young people affected by the pandemic –especially the most vulnerable.
- 6.1.2 As part of this, Brent Council has been allocated nearly £850,000 by the Department for Education to deliver a Holiday Activities and Food (HAF) programme for children eligible for benefits-related free school meals during the Easter, Summer and Christmas holidays. During Easter, over 500 families in Brent engaged in our HAF programme, enjoying more than 25 different types of enrichment and sporting activities across our schools and our communities. The programme supported pupils of all ages and abilities, including those with EHCPs. In addition to all receiving nutritious food, they took part in a range of activities including team sports, dance, arts and crafts, and drama, as well as treasure hunts, local history walks, steel pan workshops, community action initiatives and family cooking lessons delivered through our Family Wellbeing Centres.
- 6.1.3 For the summer holidays, we are planning an even more ambitious series of activities and support. It will be delivered jointly with Public Health to deliver a shared programme of events under the shared banner ‘Summer on your Doorstep.’ This will supplement the HAF support for children eligible for free school meals with public health provision for a wider set of children’s activities – including a wealth of activities in our libraries, parks and community centres.
- 6.1.4 The Council is keen to work with community groups from across the borough to deliver a wide and ambitious range of activities, reflecting the diverse interests of our young people. To this end we have issued a public appeal to local community groups and other organisations to come forward to express an interest in delivering the HAF over the summer and winter months. Expressions of interest are now being reviewed by Officers, but anyone with questions is welcome to reach out on HAF@brent.gov.uk.
- 6.1.5 A series of events and joint communications are being planned for the summer programme, and a brochure of activities will be shared with all Councillors. Members interested in hearing more or taking part in activities are encouraged to contact either myself or Councillor Nerva to discuss these issues in further detail.
- 6.1.6 The pandemic has highlighted the vital need to invest in holiday activities and food support for our young people. But there was an overwhelming need for this investment even before the pandemic, with strong evidence that children from the most disadvantaged backgrounds fall behind their peers during the holiday period. Brent has demonstrated the vital role that Councils can play in redressing this, working in partnership with our schools and community

organisations to co-ordinate a comprehensive education and wellbeing recovery programme. It is essential that we lobby the Government to fund further, more ambitious holiday support – coordinated through Councils – on a permanent basis.

6.2 ‘Keep Brent Working’ – Employment and Skills recovery

6.2.1 Since the previous Full Council, Brent’s Employment services team – including the Council’s own jobs brokerage service, Brent Works – has carried out its 2020/21 evaluation. It has exceeded its annual target for employment and apprenticeship outcomes, which is a remarkable achievement for the team given the context of the pandemic and the precarious jobs market.

6.2.2 As part of our campaign to ‘Keep Brent Working’, the employment team has, during 2020/21:

- Supported over 2,800 residents with jobs advice and registration to Brent Works
- Working as a Gateway organisation for the Kickstart scheme, secured 284 work placements and counting for 16-25 year-olds, working with 75 employers
- Engaged over 1,000 residents in 22 interactive employment-focussed webinars with local employers
- Supported over 100 businesses with employment advice and job brokerage support
- Become an official jobs brokerage partner with HS2 to secure accessible employment opportunities for residents, especially those from under-represented and disadvantaged groups
- Launched the Apprenticeship Levy Transfer Scheme to fund local employers and help boost the number of high-quality apprenticeships in the locality. The available funding is specifically for the training costs associated with employing an apprentice
- Supported a Sector Based Work Academy within the care industry with Brent Start

6.2.3 The team has also delivered targeted programmes of support over the past year for specific groups of residents in most need of employment support. This includes a project called Bright Futures, supporting 45 ex-offenders to access employment opportunities; a programme called Moving on Up to support 202 young black men aged 16-24; a Tech Camp and Tech Awards programme for 90 residents; and a Supported Internships programme for people aged 16-24 years old who have Education, Health and Care Plans.

6.2.4 The Council has also made delivering good quality, well-paid work for our residents a central corporate priority, and a core thread running through the recommendations of the Poverty Commission, Black Community Action Plan and Borough Plan. As part of this, a new advice note regarding a financial contribution clause for employment and skills has been added to planning pre-applications for new developments in the borough this year. This includes both pre and post-employment support and mentoring. In March 2021 Brent Council was also recognised as a Disability Confident employer by the Department for

Work and Pensions, and we will be working with external partners and businesses across the borough to encourage more to achieve the same status.

- 6.2.5 Given the impact of the pandemic on the Brent labour market, it is of course essential that we step up the campaign to Keep Brent Working, delivering more employment and skills support in the crucial months ahead – especially with the furlough and Self Employed Income Support Schemes due to end in September. To this end, an additional £500,000 is to be allocated to the Employment and Skills Service to deliver further support to our residents over the next two years, complementing the funding already received. This new funding will be specifically targeted towards supporting residents into the jobs of the future, particularly in green skills, the creative sector, digital and transport/logistics; and supporting residents not eligible for other programmes, particularly the most vulnerable and hard-to-reach, such as those currently on furlough and people with special educational needs and disabilities.

6.3 School engagement and visits

- 6.3.1 This has of course been an extremely challenging period for Brent's school leaders, governors, teachers and all support staff, as they have continued to deliver an outstanding education to young people and families during a period of unprecedented disruption. During the Easter holidays, Councillor Muhammed Butt, Councillor Mili Patel and I jointly wrote to all schools in Brent to offer our thanks to them for their hard work and dedication during this difficult period, on behalf of all Brent Councillors and the many families across Brent which have depended on them for their support.
- 6.3.2 As Lead Member I continue to regularly attend online meetings of school governors and the Children and Young People's Department, where I hear frequently of the impact that the pandemic continues to have on our schools. Now that the lockdown rules have been relaxed, I have started to arrange visits to schools across Brent to discuss issues of concern and explore how the Council can best work to support them. Many thanks to those schools and ward Councillors who have already been in touch to arrange a visit. Others looking to arrange a visit are welcome to contact me on cllr.thomas.stephens@brent.gov.uk.

6.4 Improving High Needs provision

- 6.4.1 In line with Councils across the country, Brent continues to face considerable pressure on the High Needs Block of our Dedicated Schools Grant (DSG), as the number of young people with Education, Health and Care Plans (EHCPs) continues to increase. There is a particular need for expanded within-borough Special Educational Needs and Disabilities (SEND) school provision to reduce the number of out-of-borough placements, and expanded post-16 provision.
- 6.4.2 The Council is now working to deliver a DSG High Needs Block Management Plan, as agreed at Schools Forum, which is working to addressing the increased need through managing demand, improving sufficiency of places and

financial management. Some positive additional investment into high needs provision in Brent is to be delivered as part of this plan, including:

- A new post-16 Education Centre for people with EHCPs
- A new Special School for the secondary age cohort
- New Additionally Resourced Provision for primary and secondary aged pupils
- Expanding specialist provision in existing schools

6.4.3 Further announcements can be expected as progress is made on increasing this provision. It is planned for a report on post-16 provision to be brought to Cabinet in October, and a report on the expansion of provision at Phoenix Arch is to be brought to Cabinet in July..

6.5 Brent Youth Parliament

6.5.1 Following a question raised by Brent Youth Parliament at the 23 November 2020 Full Council, I have now written to all Brent secondary schools both introducing them to Brent Youth Parliament and encouraging them to appoint student associate members into their governing bodies.

6.5.2 Where student associate member roles have been in place, they have helped build specific knowledge and expertise to a governing board and help better involve existing student councils and the Brent Youth Parliament into the work of local schools. For academies, the role would need to be incorporated into the articles of association for the sponsoring trust. It is a simple, effective way to involve young people in the work of schools.

6.5.3 I continue to attend Brent Youth Parliament meetings to hear about their concerns and take questions. I also know first-hand from my engagement with schools how effective they have been in driving positive change in schools where they are active – most especially in showing leadership on the climate and ecological emergency.

6.5.4 If you haven't done so already, I would strongly encourage schools, community organisations and councillors to reach out and engage with their work, and work with young people in your own local schools and communities to become active members. They represent young people aged between 10-19 from all walks of life, and can be contacted via BYP@brent.gov.uk.

7. Community Safety & Engagement – Councillor Promise Knight

7.1 Community Safety

- 7.1.1 In light of slight increase in violent crime incidents both Council and Police Officers have been conducting additional reassurance patrols in hotspots. Days of actions which include weapon sweeps have and will continue to take place regularly in each locality.
- 7.1.2 Regular meetings with senior police at the BCU, including Chief Supt Sara Leach, to gain a better understanding of contingency planning for the summer months has been set up. I have been reassured that the BCU is sufficiently resourced to meet the need in violent hotspots across the borough. In terms of police numbers, the BCU is 102% populated. There was a clear commitment to regular catch ups to raise concerns and address the disparity in how the community feel and experience versus policing practices and visibility.
- 7.1.3 Project Horizon is a MET police sponsored initiative that aims to address violent crime in key hotspots in the NW10 area. Tangible outcomes include, the initial roll out 4 bleed control kits to high violence locations across Harlesden & Stonebridge neighbourhood wards, to the delivery of safeguarding information to year 6 pupils within the NW10 area prior to their transition to secondary schools.

7.2 Regulatory Services

- 7.2.1 Key outcomes delivered by the Trading Standards Service for the period of the April 2020 to March 2021, particularly in relation to Covid 19 enforcement actions, include:
- 43 Prohibition Notices were issued to non-compliant traders and 15 Fixed Penalty Notices issued resulting in a total of £14,500 in penalties.
 - 13,332 businesses visited and checked and 2,985 businesses advised verbally and in writing.
 - The team have had almost 40 pieces of new legislation on Covid to enforce.
- 7.2.2 The Trading Standards Service work has been dominated by the national response to the Covid 19 Pandemic and the need to respond to issues that have arisen during this time.

7.3 Community Engagement

- 7.3.1 Having taken on board residents' concerns and suggestions over the past year, we are making essential changes to Brent Connects. The Brent Connects Action Plan ensure that agenda-making is grassroots led and will require local accountability.
- 7.3.2 There will be four rounds of Brent Connects meetings each year, with two rounds being online only and two rounds being a hybrid of webcast and physical

meetings in the locality. Planning for each round of meetings will begin eight weeks prior to the first meeting date. The Partnerships and Engagement (P&E) team will gather available data on residents' perceptions of their areas and together with information gathered by Chairs & Co-Chairs this will be used as a basis for developing the agenda's for the locality based meetings.

7.3.3 Slight changes to the roles of Chairs & Co-Chairs include:

- Brent Connect Chairs will also be expected to contribute the views from the communities obtained from their own engagement activities and relationship with their communities.
- The aim of the P&E Manager and Brent Connect Chair Meeting is to bring together the report and Chairs' intelligence and set agenda items based on this.
- Greater stake and accountability at Brent Connect planning meetings.

8. Children's Safeguarding, Early Help and Social Care – Councillor Mili Patel

8.1 The last 15 months have been incredibly challenging for everyone in Brent, but particularly for children and young people who have missed life-defining experiences. However, I believe that we can be proud that Brent has stood by them and done whatever we can during this unprecedented period. I hope this report gives a snapshot of how we are achieving our mission of a Borough where our young people can feel safe, secure, happy and healthy.

8.2 The Children and Young People (CYP) department took a rapid and targeted approach to supporting children and families from the outset of the pandemic. Throughout three national lockdowns, the safeguarding needs of all Brent's children continued to be met. This includes every child known to CYP, such as:

- Children in Need
- Children subject to a Child Protection Plan
- Children with an Education Health and Care Plan
- Young people known to the Youth Offending Service

8.3 Some examples of how we have maintained support to these vulnerable cohorts are given below:

- Social workers and Personal Advisers to Looked After Children and care leavers maintained contact with children and young people at all times, undertaking welfare checks and providing reassurance and support.
- Foster carers were contacted and provided with a family-friendly information literature to help explain the Covid- 19 situation to children.
- The Looked After Children (LAC) Health Team with Central North West London NHS Trust identified LAC with underlying health conditions, who were contacted by their social workers for a specific welfare check.
- Practice guidance was put in place to support delivery of statutory services including information on remote working, visits to LAC and care leavers and work undertaken by contact, fostering and kinship teams.
- Support continued by telephone, online contact, and face-to-face home visits took place where it was deemed appropriate for high risk cases. Social workers regularly updated risk assessments as part of their working practices.

8.4 The Covid-19 CYP Department recovery plan focuses on key actions to continue to develop the response to the needs of vulnerable children and families. These priorities include:

- Restoring increased face to face work with children subject to Child Protection plans, LAC and Care Leavers, with particular attention to post trauma and bereavement
- Reviewing and expanding, in collaboration with health, post trauma and emotional wellbeing support e.g. for looked after children and young

- people after a significant period of isolation, including bereavement support where LAC have experienced loss of family members
 - Retaining some of the additional scheduled phone contact for more vulnerable young people in the early evening and at weekends
 - Retaining online support services and tools being provided by for example YOS workers and keyworkers and Family Support Workers in Family Solutions and Accelerated Support Team
 - Working within the Children's Trust with health partners on aligning recovery plans for services for children
 - Planning for the expected increase in referrals now that early years settings, schools and colleges are fully returned.
- 8.5 Educational Health Care Plan (EHCP) assessments continued at weekly virtual panels, incorporating multi-agency professionals throughout the pandemic period. EHCP numbers are slightly higher than last year.
- 8.6 In addition, all pupils with EHCPs were risk assessed by their school or setting and these risk assessments are quality assured and discussed with schools if further detail is required. Weekly meetings took place with the Headteachers of Brent special schools, to ensure adequate safeguarding arrangements were in place for children who remained out of school, and respite/playground offers made to priority families.
- 8.7 The vast majority of schools and a number of early years settings remained open for the children of key workers and vulnerable children throughout the duration of the lockdown. Schools were formed into geographic clusters and supported each other by the sharing of good practice. Weekly meetings with Headteachers, regular webinars for early years providers and Chairs of Governors helped to support schools and communicate public health advice.
- 8.8 In addition to supporting and actively promoting the attendance of vulnerable pupils to school, laptops were allocated to support access to education. Brent was one of the first boroughs in London, and nationally, to achieve a full roll out of laptops to our target groups.
- 8.9 I was proud to see that Family Wellbeing Centres opened their doors over the winter period and offered essential one-to-one midwifery services and health checks during lockdown. Group activities remained shut due to lockdown restrictions but as restrictions intermittently eased over the past 12 months, group programmes resumed. Also, over time, a range of different services will be delivered including, targeted support for key groups such as young parents and young people not achieving expected levels at school, family support, information, advice and guidance for families and youth work, including mentoring. This will fulfil our vision of single community hubs where local families can go to access all of the services that they need right up to the point their children are 18 (or older if they have specific needs).
- 8.10 I believe this will be a marked improvement on the current situation where parents are passed around to different centres and services as their children

are categorised into different age groups. This is another achievement to celebrate.

- 8.11 The Roundwood School and Community Centre opened its doors to the first set of pupils in January and has delivered a successful first term. Plans are underway to start youth activities that had to halt due to the national lockdowns. However, when this process is complete, we will not only have opened a new alternative provision school for local families (many of whom previously had to travel out of borough) but will have increased the total number of youth services on offer to local young people at the site. As someone who used the youth centre when growing up in the area, I cannot wait to see this fully in action.
- 8.12 As part of the award to Brent for Council of the Year (LGC awards) in October 2020, it recognised that the local authority “demonstrates a level of excellence and innovation that takes its work well beyond basic service provision” The judgement also attributed to the strong services and education for children and young people in the borough.
- 8.13 The COVID-19 pandemic has had a significant impact on Brent's children and families. In the first wave of the COVID-19 pandemic, Brent had some of the highest infections rates and highest number of deaths in London, including some members of staff who were ill or whose family members died. I would like to take this opportunity to express my condolences to those staff who have lost loved ones and colleagues to this devastating virus, and to thank them for their continued hard work in supporting Brent's children and their families during this period.

9. Housing and Welfare Reform – Councillor Eleanor Southwood

9.1 Progress on building at least 1000 new council homes by 2024

- 9.1.1 Brent has one of the most ambitious house building programmes in London:
- 262 families have moved into their new homes
 - 579 homes are currently being built, with a further 332 going through procurement
 - 1276 potential homes are at the feasibility stage.
- 9.1.2 It's not only about the numbers, though. Crucially: we're ensuring that new and existing affordable homes meet the needs of the 1700 people in temporary accommodation and further 600 in priority need. For example, through working with i4B to adapt existing properties and choosing to build larger family homes.

9.2 Building our own temporary accommodation

- 9.2.1 We don't want anybody in Brent to live in temporary accommodation owned by anyone but the council by 2024. This will save the council money but also ensure much better standards. Too many people are living in poor quality temporary accommodation, including B&B accommodation, which creates housing insecurity that has real lasting impact, particularly for children. The final bricks have been laid at Ananci House (part of Knowles House development) for 92 TA units, which is fantastic news and families will be moving in from November.

9.3 End to the ban on bailiff-enforced evictions

- 9.3.1 We're gearing up to support families who may find themselves threatened with eviction as they grapple with the perfect storm of the end to furlough, continued impact of Covid19 and the end to the ban on evictions, which ended on May 31st 2021. Please encourage any concerned resident to contact the council as early as possible as we can help sustain tenancies and provide practical support. Other important organisations in Brent include Advice 4 Renters and Citizens Advice, who can also help.

9.4 Financial support

- 9.4.1 Anyone who finds themselves in financial hardship, whether because of Covid19 or not, is encourage to apply to the Resident Support Fund for a grant and/or loan to assist:

<https://www.brent.gov.uk/services-for-residents/benefits-and-money-advice/resident-s-support-fund/>

- 9.4.2 I would also encourage individuals to consider joining a Credit Union. They are a crucial way for people to access financial services.

9.5 Life in the private rented sector in Brent

- 9.5.1 About 130,000 people in Brent are renting in the private sector. For some, it's a convenient and flexible choice. For many, it's a barely affordable and often insecure situation that is putting them at risk of health, education and employment inequality. We're working to better understand what Brent's private rented sector feels like from the tenant perspective and will be developing ideas on how the council and other local organisations can help. This work was a key recommendation from the independently chaired Poverty Commission that was published last August:

<https://www.brent.gov.uk/council-news/september-2020/poverty-commission-report-gets-full-backing-by-cabinet/>

9.6 Tackling period poverty

- 9.6.1 Inequality comes in many forms. For women and girls in Brent, not being able to afford period products can be an embarrassing experience that is holding them back at school, in work and preventing them enjoying a social life. We're raising awareness of the various organisations that can help through leaflets and posters in our hubs and are exploring ways to get free period products into our council buildings. More here:

<https://www.brent.gov.uk/council-news/may-2021/putting-a-stop-to-period-poverty/>

9.7 Improving Brent's neighbourhoods

- 9.7.1 Officers in Brent Housing Management have been busy planning work designed to improve the look and feel of Brent's estates. We're investing £300k in new bins, introducing controlled parking arrangements and working with communities and ward Cllrs on local projects that will make a huge difference.
- 9.7.2 Tenants and leaseholders can now manage much more interaction with the council online. We're offering digital support to anyone who needs it. More info here:

<https://www.brent.gov.uk/services-for-residents/housing-management/>

10. Adult Social Care – Councillor Harbi Farah

10.1 Vaccination rates and our approach to support local providers

10.1.1 Support being offered to providers to encourage staff to take up the vaccination:

- Placement Relationship Officers speak weekly with registered managers to push the importance of vaccinating staff and residents.
- Enhanced Care Home support team reiterate the importance of vaccination to residents and staff at every opportunity when they visit to see patients. The lead GP for this team visited several care homes to speak to residents and staff.
- At the Care Home and Home Care Fora Managers were advised 'mop up' sessions or any request for new residents to be vaccinated or 2nd dose vaccination can be requested as and when required
- The LA/Public Health Team facilitated a total of 10 Webinars to address the misconceptions staff had regarding taking the Covid-19 vaccine. Two of the webinars were targeted at providers with low uptake of the covid-19 vaccine by staff.
- Three further webinars held as part of the Social Wellbeing Sessions by the Staff Engagement and Experience Team in NHSE for all colleagues across London and these were shared with the Brent Care Homes Managers for them to circulate to their staff.
- Written information on the Covid-19 Vaccination answering questions about the side effects and what to expect after you have had your Covid Vaccine, Handouts/Leaflets answering questions on Fertility and Frequently Asked Questions was shared with Care Home Managers to circulate to staff. These were in several languages.
- Managers were able to email the Care Home Lead with their request for numbers of staff and residents and which dose was required.
- Further sessions were facilitated by the ICP team to provide the Covid-19 vaccine to Care Homes resident and staff.
- Face to face discussions with a Public Health Consultant were arranged to encourage the uptake of the Covid-19 vaccination.

10.1.2 Current vaccination rates for Brent based social care services are:

Cohort	Brent vaccination Rate on 28 th June	London Rates
Care Home residents (1 st Dose)	93%	93%
Care Home Residents (2 nd Dose)	90%	89%
Care home staff (1 st Dose)	84%	79%

Care home staff (2 nd Dose)	74%	66%
Home care staff (1 st Dose)	71%	70%
Home care staff (2 nd Dose)	46%	41%

10.2 Day Care Centres

10.2.1 Both day centres continue to offer specialist day care support.

- John Billam Resource Centre is an Advance Accredited Autism specialist centre (by the National Autistic Society) supporting service users with profound disabilities.
- We offer in-depth training to our workforce to enable specialist services to be delivered.
- We work in partnership and deliver training to local Police, Transport for London, private organisations and colleagues in other directorates.

10.2.2 We also deliver Autism Awareness and Communication training and have champions in these areas:

- Intensive Interaction Champions.
- Sensory Needs Champions
- Positive Behaviour Champions

10.2.3 New Millennium Day Centre offers a range of support and activities for Learning and Physical Disabilities clients including:

- Theatre group.
- pottery using the kiln.
- glass making.
- dance and movement.
- Art and crafts.

10.2.4 Our Community Outreach team supports client in community base activities:

- college attendance.
- work placement.
- on the job training and other recreational activities (based on their Care Act assessed needs)

10.2.5 In recent months there has been a significant uptake in Community Outreach by people who previously only engaged in building based activities. This has positively impacted on service users and their families' health and wellbeing and has proven to decrease behaviours that can challenge.

10.2.6 One example is a service user who previously found it difficult to adapt to the building environment has now been thriving in the community outreach activities, such as recreational parks, museums, open swimming, cafes and tours around London landmarks, there has resulted in a significant and positive change in his behaviour.

10.3 Re-opening of building base services: July 2021

10.3.1 In preparation for the reopening of Building base activities we have put the following measures in place:

- Regular meetings with Public Health for advice and support and discuss options.
- Review of customers risk assessment to ensure the same level of risk applies.
- Review of building risk assessments to ensure buildings are compliant with PH recommendations.
- Deep clean for both buildings and organised PPE stations. hot/cold water systems (including legionnaire's checks), gas safety, fire safety, kitchen equipment, security including access control and intruder alarm systems, ventilation.
- On-board COVID testing registration completed and in use according to DHSC guidelines for Day Centres.
- Staff testing for a COVID-19 infection.
- Transport of service users to day centre with flexibility for sessional activities.
- Restart of building taster sessions - W/C 26. 07.21. (TBC) combination of lower number of pilot group activities to be reintroduced to customers with mixture of online remote sessions.
- Ongoing Family/Carer engagement.

10.4 Workforce Race Equality Standard (WRES)

10.4.1 The Adult Social Care and Children and Young People Department jointly applied to be part of the on-year pilot programme by the Department of Health and Social Care, the intention being to gather intelligence to inform the national roll-out of WRES across local authorities and other organisations in the social care sector. Brent's application was approved in December 2020 and the pilot currently includes eighteen pilot sites.

10.4.2 The achievements so far include:

- Significantly raised profile of race equality in social care and challenged all staff to take individual, team, and departmental responsibility to be part of a commitment to change.
- Aligned and working with the wider corporate activities on race equality, with presentation on the WRES to Cultural Diversity Network that was well received.

- WRES working group of staff committed to and driving the change, providing challenge to senior managers and focused next on action planning.
- Presented logic model to the Department of Health and Social Care (DHSC), with blog post expected in August 2021. DHSC assured of progress we are making to deliver on our promise to staff.
- Robust plan to raise profile of this work, including with our residents in August, so that we can openly and transparently share our journey and the difference we are making to workforce race equality.

10.5 Skills Academy

10.5.1 ASC department has successfully created career pathways that enable all staff in social care to reach their personal and professional goals, whether within management or leadership role or into more specialist areas such as Approved Mental Health Professional

10.5.2 We have set up and run 52 distinct training opportunities, in the forms of courses, webinars and forums. This has contributed towards increase in skills, knowledge and importantly legal literacy for all staff and has included:

- In total, 644 attendances at these formal learning opportunities, which does not include the informal learning that embeds this into practice.
- Qualifications being available in 4 areas and fully funded, helping to fill gaps in hard to recruit positions and aids in staff recruitment and retention.
- Opening up additional external training opportunities, such as our partnership with West London Social Work Teaching Partnership and Making Research Count
- Specialist opportunities to develop and lead improvements, such as a Technology Enabled Care Champion, that has recently been appointed. This links staff development to departmental need.

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Questions from the Opposition and Other Non-Cabinet Members**Full Council – 12 July 2021****1. Question from Councillor Parvez Ahmed to Councillor Margaret McLennan, Deputy Leader:**

Can the Deputy Leader set out what is being done to support those of this borough's residents whose financial situations have been hardest hit by the pandemic? Likewise, can the Deputy Leader explain what steps this council is taking to help the types of small businesses that local economies like Brent's depend upon?

Response:

Over the past 16 months, Brent Council has displayed an unwavering commitment to supporting those residents who have been hardest hit by the Pandemic. The council's dedicated efforts stand in stark contrast to the government's abject disregard for the needs of these communities. Brent's success in supporting residents is clearly evidenced by the Resident Support Fund (RSF) which has provided emergency financial support to those most severely impacted. This discretionary fund recognises the devastating impact of the Pandemic on many residents' finances and it has helped support households through this incredibly challenging period.

To date, over one thousand RSF grants have been approved which have provided over £2.2 million in vital support to residents. This is in addition to 18 interest-free loans which total £87,300. As part of this, the fund has supported residents with arrears on their rent, mortgage or council tax, and/or debt. In total, over 280 residents have received help with their Council Tax arrears, to an overall sum of £200,000, and almost 500 residents have been helped with rent arrears, through financial support totalling over £930,000. Crucially, this support has helped to ensure that residents are able to remain in their homes.

The RSF has also assisted residents who face a burden of debt that they are unable to pay, by providing almost £350,000 in support to over 300 residents. This support is in tandem to the council's revised ethical debt collection policy and Breathing Space legislation which is providing greater protections for residents with problem debt. These measures form part of the Council's drive towards a holistic way of working that seeks to support all residents, with a particular focus on those who are most at risk of poverty and socioeconomic deprivation.

In addition, with the RSF, residents have been supported to cover increased household costs during the Pandemic. Over £430,000 has been made available to help 540 residents in this way. The fund is also supporting residents to provide essential goods and furniture, such as beds, cookers and fridges. In total, 22 residents have been awarded support to help make their homes more habitable in this way, and this has totalled £15,420 to date. More broadly, 135 residents have received help with other financial support requests, such as to pay for funeral costs or other debts, to a total of almost £115,000.

It is clear that the pandemic has exacerbated the digital divide, and intensified the negative impacts of digital exclusion. To help tackle this, 242 digital packages have been approved, which help support those without digital access, for example by providing internet access and laptops. This package of support totals almost £110,000 and, as a result, 273 laptops have been provided to residents. Going further, unlike many other London Councils, Brent Council reopened its Customer Service Centre and Hubs to provide a face to face service to residents. Once again, this reflects the council's commitment to supporting residents who are in most need and may otherwise struggle to receive the assistance they need.

This is in contrast to the majority of London councils which are yet to reopen. This decision reflects the council's commitment to supporting residents who are most in need, by ensuring that no one is left behind by the recent shift to a more digital world.

Brent Council's commitment to supporting those hardest hit by the pandemic is also evidenced by the work of the Brent Hubs. The Hubs have continued to provide advice and support to residents with complex needs in partnership with a range of VCS organisations. In 2020-21, support was provided to over 9,000 residents which included advice about accessing emergency support with food and fuel as well as help with debt, benefits, housing and employment.

The Hubs also act as a referral route to food banks and offer holistic support to food bank users to help them to move them away from reliance on emergency support. Part of this work includes an outreach service which is currently operating from the Trussell Trust and St Laurence's Larder food banks, making support more accessible to residents who are accessing emergency food support. We plan to build on this outreach approach as well as continuing to re-instate face to face hub services across the five Brent Connects locations and developing a hub offer in the Civic Centre – enabling more residents to access advice and support in their local area. In addition, we are developing a new financial inclusion programme, using Borough Plan priority funding, which will be delivered through Hubs later this year.

Furthermore, since the start of the pandemic the Council have supported both businesses and individuals in order to assist people through very difficult financial times and establish the basis of post pandemic recovery.

In terms of businesses, government have funded a number of schemes largely to support rate payers in the retail, hospitality and leisure sector with direct cash

grants in addition to 100% retail relief which was awarded for 2020-21. The grants are administered by the Council.

In terms of grants in 2020/21 £39.3 million was paid to 1,831 retail, hospitality and leisure businesses. £24.9 million was paid in direct grants to 2,496 small businesses across the borough. This was all in the initial first wave of the pandemic.

Subsequently in the summer of 2020 561 small businesses received £2.8 million of Discretionary Support Grant with the Council deciding how to use the government money to best support small businesses in Brent.

During the period of local lockdowns from October 2020 to March 2021 there were numerous support schemes funded by government. This saw over 2,000 local businesses provided with further direct grants of £22.5 million. Since April 2021 Restart Grants have helped over 1,200 businesses with payment of over £9.5 million. Applications for Restart Grants closed on 30 June, the last payments must be made by 31 July by which time it is expected the businesses supported will exceed 1,600 and the total value of grants made £14.5 million.

Running alongside these schemes has been the Council's government funded ARG (Additional Restrictions Grant), this has been focused on businesses missing out, such as non-rate payers and suppliers to the retail, hospitality and leisure sector. Up to the end of June 2021 1,083 businesses have been supported with a total of over £9 million paid out. From 14 June a new phase of ARG was launched using the last tranche of government money, £2.5 million, focusing on small lone traders and businesses who missed out on Restart Grants for this last phase. The total funding to businesses in the borough so far delivered comes to around £109 million from April 2020.

In order to augment the roll out of grants, a range of supporting measures has also been implemented. This includes;

- Provision of a helpline to assist businesses to apply for grants, providing a crucial services for many businesses and especially those with low digital and literacy skills;
- Provision of face-to-face support to over 1950 businesses to reopen, helping them to adjust to new COVID-19 guidelines;
- Despatch of weekly newsletters informing over 10000 businesses about upcoming training, events and support;
- Delivery of a series of Brent for Business events including:
 - 3 Meet the Buyer events, to help prepare local businesses to apply for £11million worth of live supply chain opportunities
 - a Brent for Business webinar programme attended by 149 businesses during the pandemic, provided businesses with the opportunity to ask questions and interact with a panel of expert business advisors.
 - a "Doing business with Brent webinar" supported 26 businesses on how to bid for Council contracts and sign up to our local supplier list.

- 'Doing Business with HS2' event, encouraging local businesses to bid for supply chain contracts and giving them helpful practical tips to help them succeed.
- 5 online events to help businesses to go green, cut their costs and innovate.

In the current financial year, the Council will:

- Develop and deliver a package of recovery support for small and micro businesses through a £2.65m recovery fund (subject to Council and Cabinet approval) which complements the support provided through the government's Welcome Back Fund.
- Invest in Wembley High Road and Church End in order to pilot work to create two 'exemplar' town centre recovery initiatives.
- Deliver the Community Wealth Building strand of the council's new Procurement and Social Value strategy, which commits to increasing the number of Brent businesses (including small and micro businesses) who benefit from council contracts, in order to retain more of the council's money within the local economy. A programme of work is in place to deliver this and will include more of the Meet the Buyer events and Doing Business With Brent events referenced above.
- A digital skills survey will be conducted with interested businesses to determine their digital skill level and matched to one or more of the following work streams.
 - (a) Bubltown: an online local market place and e-commerce platform, to be run as a 12-month pilot. This aims to grow the digital presence of businesses and support community wealth building. 250 businesses will feature on the Bubltown app and 50 will be given access to a full e-commerce platform. Residents will be encouraged to download the app, to help them to shop local. The offer is not suitable for businesses with very low digital skills or those with low levels of English, however there will be training videos available online.
 - (b) A digital skills training offer which aims to support those with low digital skills and/or low English skills. This training is likely to focus on emails, creating and posting on social media, setting up a website and using third party apps such as Deliveroo. The training will be in person, to acknowledge that businesses with very low skills cannot access online training.
 - (c) The Business Support Fund which will provide 100 local businesses with a laptop, Microsoft package, digital skills training and access to an e-commerce platform.
- The recovery plans will also support key objectives from the Black Community Action Plan, supporting Black businesses and leaders in the borough to build resilience and thrive post pandemic. The provision focused around digital skills and funding for equipment is in response to key needs raised from network groups. These will enable businesses to pivot their business from physical premises to an online hybrid model, which is crucial for survival. The Pop up start-up scheme has also been identified as an

opportunity to encourage Black youth and start-ups in the borough to raise their profile and trial business ideas.

In terms of support for individuals, since April 2020, the Council:

- Have supported over 300 residents into work, apprenticeships or Kickstart opportunities.
- Registered over 3000 residents for employment related support.
- Launched the #KeepBrentWorking campaign as part of Brent's response to post covid-19 recovery, which has supported over 100 business with employment advice and job brokerage support.
- Is operating as a Gateway organisation for the KickStart Scheme and are able to support up to 75 Employers fill 284 work placement.
- Launched the Apprenticeship Levy Transfer Scheme to fund local employers and help boost the number of high-quality apprenticeships in the locality. The available funding is specifically for the training costs associated with employing an apprentice and have.
 - Designed and ran 28 interactive employment focused webinars with local employers, which have engaged over 1,000 residents;
 - Became an official Job Brokerage Partner with HS2 to ensure employment opportunities are accessible to all, particularly those from under-represented and disadvantaged group.
 - Collaborated with partners and employers to run a series of virtual events during National Apprenticeship Week, National Careers Week and International Women's Day;
 - Engaged over 90 local partner organisation from the voluntary, community and charity sector through newsletters and online partnership forums;
- Worked closely with WLA and DWP on The Work Health Programme delivery ensuring we engage and refer residents to JETS and the Work and Health Programme on the Restart programme including holding a Brent Works and employer event in June 2021
- Met regularly with local Colleges and DWP in support of economic recovery which has facilitated joint work on training and recruitment for the Care Sector.
- Delivered Brent Tech Camps, an outcomes led programme focusing on quality jobs within the tech and creative industries, which will support 90 residents.
- Delivered a successful B2B Skills Summit in January 2021 with positive engagement from industry stakeholders and speakers included techUK, Cisco, TfL and Openreach with 110 people attending.
- Arranged a Green Skills Festival (2 day Careers Event) to be held at the end of the year with key businesses with green skills vacancies

2. Question from Councillor Orleen Hylton to Councillor Krupa Sheth, Lead Member for Environment:

In July 2019, Brent Council declared a climate and ecological emergency and committed to do all in its gift to strive for carbon neutrality by 2030. In light of the Covid-19 pandemic and the current efforts towards recovery, can the Cabinet Member for Environment set out how Brent's efforts to build back better will help deliver on this borough's climate commitments?

Response:

Brent Council is committed to ensuring that we are not only building back better from the pandemic, but also building back *greener* and ensuring that we are embedding sustainability at the heart of our plans as a council going forward. Members should be under no illusions about the scale of this challenge - COVID-19 in itself has provided enormous challenges for the council with the economic fall-out for Brent likely be felt throughout this decade. Clearly, this will have also have an impact on our ability to plan and deliver carbon neutrality in the borough by 2030 at the scale and speed we had originally envisaged.

However, whilst these are formidable challenges, there are also significant opportunities from genuinely building back greener and ensure we are not just reverting to the status quo. We will need to think innovatively and radically in our approach to climate action in order to overcome this, but also ensure that the council is facilitating and coordinating all of our key communities and sectors to join us in taking action to achieve carbon neutrality on a borough wide basis. We are also clear that the risk posed by inaction on the climate and ecological emergency, and the long-term problems caused by climate deterioration to the council and our residents will massively outweigh the risk of inaction.

At the heart of our plans to build back greener is our Climate and Ecological Emergency Strategy which was approved by the Cabinet in April this year, which sets out the five key areas of focus for the coming decade – and aligns closely with both the environmental priorities provided to us by the Brent Climate Assembly. Tackling the Climate and Ecological Emergency is also present as a key priority of our refreshed Borough Plan, which was refreshed in light of the pandemic and the unprecedented circumstances that the council has faced over the past 15 months. The Climate and Ecological Emergency Strategy will contain yearly delivery plans, and there are 23 key actions which are in progress this year.

The council is continuing to make good progress on the delivery of actions from within these themes, for example, amongst other things this year we will deliver:

- A new procurement sustainability policy – which is now live and mobilises a potential £400m of council spending power to low carbon emissions within our supply chain
- We will offer a food waste caddy to every communal flat of over 8 people in Brent;

- Work with United Colleges to provide new apprenticeships and training pathways into the green jobs, and begin support the transition to our desire for a low carbon circular economy in the borough;
- Install 390 new electric vehicle charge points;
- Implement 50 new bike hangars;
- Implement 5 new Healthy Neighbourhood schemes and make School Streets schemes permanent, subject to the outcome of a consultation this summer
- Undertake retrofit pilots within our own stock and implement improved energy efficiency measures as part of our Tower blocks asset management programme
- Launch our Carbon Offset Fund working closely with the community on the allocation of some of this funding
- Develop a Green Infrastructure Vision and Climate Resilience Plan
- And continue to educate, engage and inspire our different sectors and communities through the Brent Environmental Network – which currently has just under 400 members

Tackling the climate and ecological emergency is a fast moving agenda, and we also continue to harness opportunities which have arisen outside of the formal delivery plan to contribute to our overall climate emergency goals. For example, we have secured £3.2m of funding to improve the energy efficiency of 16 council-owned buildings across our estate in 2021-2. We were part of a West London consortium which has secured £4.7m for the region to retrofit homes for those on low incomes in fuel poverty, plus an additional £1m for Brent specifically in the second phase of the project. We have also secured £700k from DEFRA to make Willesden a designated Clean Air Village.

As such, we remain fully committed to this agenda and we must seize the opportunity to recover from COVID-19 in a greener, cleaner and more sustainable way.

3. Question from Councillor Gwen Grahl to Councillor Eleanor Southwood, Lead Member for Housing & Welfare Reform:

Can the Cabinet Member for Housing and Welfare Reform update on how Brent has so far delivered on its promise to tackle poverty, in all its forms, as so starkly laid out in last year's Independent Poverty Commission's findings.

Response:

I would like to thank you for raising this question and giving me the opportunity to explain what the council is doing to tackle poverty. The pandemic has shown how easy it is for events to tip people into poverty. The reality is that ten years of cuts to local services have also left many people struggling to get the support they need.

The challenging external context over the past months has underlined how essential local leadership is in facing crises on this scale. Both in meeting the current situation and ensuring the recovery does not leave anyone behind, tackling poverty is a key priority for the council.

The Independent Poverty Commission based its findings on a comprehensive review of why so many people in Brent experience poverty.

The Poverty Commission report set out the actions the council and its partners can take to make a real difference to peoples' lives, help realise their potential - and make Brent an even better place to live. We have taken the report's recommendations to develop delivery plans and these are overseen by the consultative group bringing together the knowledge, perspectives, resources and experience of the group and drawing on the lived experience of our residents.

Poverty is a complex set of issues that the council cannot tackle on its own.

The delivery plans cover:

- **Housing**
- **Economy and Jobs**
- **Financial Inclusion and Welfare**

Work is underway in all of these areas and is progressing well. We are using every opportunity to tackle poverty working with partners across sectors, teams across the council and our residents.

Our overarching aim is to prevent people from experiencing poverty. Where this does occur we want this to be less frequent and very short-lived. Support must be available for anyone who needs it. Our work focuses on housing, economy and jobs, financial inclusion and welfare.

Housing

- We are continuing to deliver one of the biggest house building programmes in London. The council is on track to deliver 1000 new Council Homes over the period 2019-2024 and has made another ambitious bid to the GLA to extend the current building programme to 2028.
- 262 families have already moved into their council homes and almost 600 more homes are currently being built.
- We are working with Future of London to better understand what it is like to live in the private rented sector in Brent and what the council and its partners can do to better support tenants.
- We have secured funding to increase the capacity in the Housing First Support scheme to 18 units. This means more single homeless people with complex needs will have access to somewhere they can call home. The number of homeless households living in Temporary Accommodation is now at 1,696, a 20% reduction from the previous year. As furlough is phased out and the ban on evictions comes to an end we are focusing on what more we can do to support families who may become homeless in the months ahead.

Economy and Jobs

- The council has rolled out a range of grants and support measures to businesses. This has included £39.3 million to retail, hospitality and leisure businesses; £2.8 million in Discretionary Support Grant to small businesses. Over £50m direct grants to small businesses.
- Businesses have also been supported through training support, including a dedicated helpline.
- We are also helping residents to get back into work through our #KeepBrentWorking campaign as well as supporting 300 residents through apprenticeships and Kickstart opportunities.
- The council is a London Living Wage accredited employer and our ambition is to ensure that more residents have access to good quality jobs.
- We have become an official job brokerage partner with HS2 to ensure employment opportunities are accessible to all, particularly those from under-represented and disadvantaged groups.
- Our Work and Health programme focuses on those who are long term unemployed, creating a support framework to enable them to gain employment.
- At West London level, the council continues to work closely with its neighbours on the 'Build and Recover' strategy, adopted during September 2020, which focuses on developing jobs to facilitate a 'green' recovery, developing plans for skills training, focussing on growth sectors, high value employment and traditional key employment sectors for West London such as aviation.
- The council has been recognised as a Disability Confident Leader. This highlights the work the authority is doing to support staff with disabilities and to champion support for people with disabilities amongst our partners, communities and local businesses.

Financial Inclusion and Welfare

- Brent introduced the Resident Support Fund (RSF) which has provided emergency financial support to residents. This discretionary fund recognises the devastating impact of the pandemic on many residents' finances and it has helped support households through this incredibly challenging period. Over 1,000 Resident Support Fund (RSF) grants have been issued which have provided over £2.2 million in vital support to residents. This is in addition to 18 interest-free loans which total £87,300.
- The Hubs have continued to provide advice and support to residents with complex needs in partnership with a range of VCS organisations. In 2020-21, support was provided to over 9,000 residents which included advice about accessing emergency support with food and fuel as well as help with debt, benefits, housing and employment. The Hubs also act as a referral route to food banks and offer holistic support to food bank users to help them to move away from reliance on emergency support. Part of this work includes an outreach service which is currently operating from the Trussell Trust and St Laurence's Larder food banks, making support more accessible to residents who are visiting food banks.
- A key finding in the Poverty Commission's work was the impact of digital exclusion which has been exacerbated during the pandemic. As a council we are committed to closing this gap including provision of digital packages and laptops to residents. Work continues to roll out full fibre connectivity across the council's housing stock and key community spaces.
- We are continuing to work with health partners to help reduce health inequalities including targeted communication working with local community leaders and the establishment of community champions across the borough.
- Tackling fuel poverty is a key element of our Climate and Ecological Emergency Strategy. Hubs continue to give advice on tackling fuel poverty as well as providing fuel vouchers. A new comprehensive domestic energy advice programme and referral network for Brent's residents and businesses is being developed.
- The council is committed to tackling period poverty by ensuring women of all ages have access to suitable menstrual products. We are signposting to organisations who can help and information is being provided through the Hubs.

This progress shows that the council is playing its part in tackling the underlying reasons why people in Brent experience poverty. Challenging times lie ahead and we continue to draw on the expertise of our partners and the lived experience of our residents.

4. Question from Councillor Michael Maurice to Councillor Krupa Sheth, Lead Member for Environment:

From 25 October 2021, the Ultra-Low Emission Zone (ULEZ) is expanding from central London to create a single, larger zone up to the A406 North Circular Road. Petrol cars registered before 2006 and diesel cars registered before 2015 are likely to incur a £12.50 daily charge should they travel into the ULEZ area. This means that Brent residents living north of the North Circular Road with an older vehicle will incur a charge should they use the Household Waste and Recycling Centre situated at Abbey Road.

This will impact those on low incomes disproportionately and potentially result in an increase of fly tipping.

Will this Council make representations to Transport for London and the Mayor of London seeking an exemption from the charge for Brent residents legitimately using the HWRC. Alternatively, will the Council request that Brent residents living north of the zone be allowed to utilise Harrow Council's facility at Forward Drive, thus avoiding the requirement to enter the ULEZ area?

A map has been attached as Appendix 1 for further background

Response:

With an estimated 5.8m journeys every day by car, road traffic in London contributes to around half the pollution in London, making it one of the one of the most polluted places in the UK. London's air pollution is increasing people's risk of heart and lung disease and asthma. Around half of emissions of nitrogen oxides (NOx) come from transport. They contribute to illegal levels of nitrogen dioxide (NO2) and particulate matter (PM) - pollutants that make chronic illnesses worse, shorten life expectancy and damage lung development. The communities suffering most from poor air quality are often the most vulnerable, including children.

To help improve air quality, the Ultra-Low Emission Zone (ULEZ) was introduced in Central London on 8th April 2019 in the expectation it would reduce harmful road transport emissions of nitrogen oxides (NOx) by 45% and make London a safer and more pleasant place to live, work and visit. These positive effects will be especially beneficial to the young, older people and those who have respiratory problems, as well as residents of high pollution areas, such as Harlesden and Stonebridge.

Some residents will be affected. However, there is a clear, pressing, legal and moral obligation to take action to reduce air pollution as soon as possible. Around 72% of respondents were in favour of this proposal when TfL consulted on the scheme.

There is therefore no concession for residents when the ULEZ expands to the North Circular Road next year. This is because TfL started publicising the

expansion to the zone some 18 months in advance and therefore TfL considers there to have been ample time for residents to make alternative arrangements.

If a resident's vehicle does not meet the ULEZ standards they will have options including:

- Purchasing a new or second hand vehicle that meets the required emissions standards;
- Joining a van or car club;
- Paying the charge;

The Council is helping residents by installing a network of electric vehicle charging points to encourage greener travel. We currently have:

- 5 rapid charging points;
- 27 Source London charging points;
- 58 lamp column chargers

Next year we plan to install:

- 3 rapid charging points;
- 76 Source London charging points;
- 110 lamp column chargers utilising grant funding

In summary, the purpose of the ULEZ zone is to create behaviour change to promote better air quality. There is no advantage or benefit in creating bespoke concessions.


Also, the boundaries of the zone aren't determined by Brent and cannot be influenced by Brent. TfL consider their publicity to have been sufficiently timely in bringing the restrictions to the attention of residents who might need to change their vehicle in order to comply.

Access to Harrow Council's waste site is restricted to Harrow residents only and we are advised there are no plans to change that arrangement.

Appendix 1: Question 4 from Councillor Michael Maurice to Councillor Krupa Sheth, Lead Member for Environment – Map showing access to Abbey Road Household Waste & Recycling Centre & ULEZ



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	Full Council 12 July 2021
	Report from the Assistant Chief Executive
Resources and Public Realm Scrutiny Committee Chair's report	

Wards Affected:	All
Open or Part/Fully Exempt:	Council
Appendices:	One Appendix 1: Committee Annual Work Plan 2020-2021
Background Papers:	None
Contact Officers:	Lorna Hughes, Head of Strategy and Partnerships, Email: lorna.hughes@brent.gov.uk

1 Purpose of the Report

- 1.1 At each meeting of Full Council, the Chairs of Scrutiny Committees may submit written reports on any matter in respect of which the committees have been consulted or which it has been reviewing and may speak to highlight significant issues to Council, in accordance with Part 2, paragraph 36 of the Brent Council Constitution.
- 1.2 This report provides a brief complementary summary of the activities of Resources & Public Realm Scrutiny Committee since the last update report on 23 November 2020.
- 1.3 This report also includes the work plan of the Resources and Public Realm Committee for 2021/22.

2 Recommendation

- 2.1 That the Resources and Public Realm Scrutiny Committee work plan 2021-2022 be noted.

3 Detail

- 3.1. Brent Council has two scrutiny committees; the Resources and Public Realm Scrutiny Committee and the Community and Wellbeing Scrutiny Committee. The council is also a party to the North West London Joint Health Overview and Scrutiny Committee.
- 3.2. Brent Council Standing Orders allow for the chairs of the scrutiny committees to report to ordinary council meetings on the activities of their committees¹.

The Resources and Public Realm Scrutiny Committee

- 3.3. The remit of the Resources and Public Realm Scrutiny Committee is set out in the Council Constitution under the Terms of Reference for Scrutiny Committees. The remit of the committee is:

Corporate policy, partnerships and resources; Budget; customer services; commercial services; planning policy; environmental policy; public realm; employment and skills; IT; recycling; regeneration; transport and highways; community safety; property; emergency planning and business continuity.

- 3.4. The committee is also the council's statutory Crime and Disorder Committee and as such may review or scrutinise decisions made, or action taken, by the Safer Brent Partnership.

2020/21 update

- 3.5. Due to the COVID19 pandemic, the committee continued to meet in a virtual online setting during 2020, with meetings on 1 December 2020, 27 January 2021 and 14 April 2021. On 10 May 2021 the committee met in person for the first time since March 2020.
- 3.6. On 1 December 2020 the committee considered employment and the COVID-19 epidemic in Brent, The Climate Emergency, The Brent Poverty Commission Delivery Plan and were updated on the status of the Stonebridge Annexe refurbishment works, with evidence from the relevant Cabinet members and departmental officers. The committee also established a Budget Scrutiny Task Group to consider the budget proposals for 2021-2022.
- 3.7. On 27 January 2021 the committee considered the borough's high streets, the digital strategy and customer services, the annual complaints report 2019/20, the 2020-2021 Quarter 2 and Quarter 3 Financial Reports, with evidence from the relevant Cabinet members and departmental officers. Expert external witnesses including Andrew Dakers, Chief Executive at West London Business and Matthew Jaffa, Senior External Affairs Manager at the Federation of Small Businesses also provided the committee with evidence. At this meeting the committee considered a draft budget scrutiny report

¹ Brent Council Constitution, Part 2, paragraph 36.

<http://democracy.brent.gov.uk/documents/s98196/part%202%20May%202020%20Procedural%20Rules.pdf>

from the budget scrutiny task group, setting out the committee's response to the budget proposals to Cabinet.

- 3.8. On 14 April 2021 the committee considered a review of key Brent Council priorities and strategies, including the Borough Plan 2021/22, the Quarter 3 performance report and a review of the implementation of the air quality scrutiny report and recommendations agreed by Cabinet, with evidence from the relevant Cabinet members and departmental officers.
- 3.9. On 10 May 2021 the committee considered waste and recycling in the borough, Brent Council's approach to working with the Voluntary and Community Sector, and a review of the implementation of the knife crime scrutiny report and recommendations agreed by Cabinet and a report on the delivery of the Brent Poverty Commission Report and recommendations with evidence from the relevant Cabinet members and departmental officers and included representatives from the voluntary and community sector in Brent.
- 3.10. At the next meeting on 13 July 2021 the committee will agree a work plan for 2021-2022. In accordance with that work plan, the committee will consider CCTV deployment in Brent and receive an update from the Redesigning Local Services project.

4 Financial Implications

- 4.1 There are no financial implications arising from this report.

5 Legal Implications

- 5.1 There are no legal implications arising from this report.

6 Equality Implications

- 6.1 There are no equality implications arising from this report.

7 Consultation with Ward Members and Stakeholders

- 7.1 This report is from the Chair of the Resources and Public Realm Scrutiny Committee. Councillors will discuss this report at Full Council.

Report sign off:

SHAZIA HUSSAIN
Assistant Chief Executive

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Appendix 1 - Resources & Public Realm Scrutiny Committee Work Plan 2021-2022

Tuesday 13 July 2021

Agenda item	Cabinet Member/s	Strategic Director/s	External Participants
Redesigning Local Services (substantive item) To consider the process undertaken to determine the preferred delivery models that are currently out for statutory Best Value consultation.	Cllr Krupa Sheth - Cabinet Member for Environment	Alan Lunt - Strategic Director Regeneration & Environment	
CCTV in Brent (substantive item) To consider CCTV deployment in Brent and how the council determines where CCTV cameras are placed based on priorities and demand.	Cllr Promise Knight – Cabinet Member for Community Safety and Engagement	Alan Lunt - Strategic Director Regeneration & Environment	
Resources and Public Realm Scrutiny Committee annual work plan To agree the annual work plan for the committee.	Cllr Margaret McLennan - Resources and Deputy Leader of the Council	Shazia Hussain, ACE	

Tuesday 14 September 2021

Agenda item	Cabinet Member/s	Strategic Director/s	External Participants
Housing Zone Regeneration in Brent (substantive item) To consider progress with achieving the objectives for the two housing zones in Brent, meeting our obligations to the GLA as partial funders. To receive a contextual update on other regeneration schemes.	Cllr Shama Tatler - Cabinet Member for Regeneration, Property & Planning	Alan Lunt - Strategic Director Regeneration & Environment	
Brent Council Legal Services (substantive item) A report to introduce the committee to the legal service, including: <ul style="list-style-type: none"> • What the legal team does and how it works • Information including number of cases and challenges the service is involved with • How the service ensures the council is compliant with legislation and compliance with decision making processes – particularly in relation to the risk as outlined in risk register • The council's constitution and how legal services support this. 	Cllr Margaret McLennan - Resources and Deputy Leader of the Council	Debra Norman, Director of Legal, HR, Audit and Investigations	
The Safer Brent Partnership (substantive item) A review of the Safer Brent Partnership priorities, performance and Strategic Assessment.	Cllr Promise Knight – Cabinet Member for Community Safety and Engagement	Carolyn Downs - Chief Executive/ Chair of the Safer Brent Partnership Alan Lunt - Strategic Director Regeneration & Environment	Representatives of community organisations, Met Police
Budget Oversight Including:	Cllr Margaret McLennan - Resources and Deputy Leader of the Council	Minesh Patel, Director of Finance	

<ul style="list-style-type: none"> Financial Outturn 2020/21 - this report will set out the outturn for income and expenditure versus the revenue budget for 2020/21. Quarter 1 Financial Report 2021/22. Medium Term Financial Outlook. 			
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Wednesday 10 November 2021

Agenda item	Cabinet Member/s	Strategic Director/s	External
Brent Council Finances (substantive item) To produce a report with a focus on the following specific areas: <ul style="list-style-type: none"> The council's pension scheme The council's income and income generation strategy 	Cllr Margaret McLennan - Resources and Deputy Leader of the Council	Minesh Patel – Director of Finance	
Climate and ecological emergency strategy (substantive item) To review the delivery so far of the CEES as against the year 1 delivery plan, and to contribute to planning of the year 2 delivery plan. Including a look at the planning policy and process and how it assists the delivery of CEES objectives	Cllr Margaret McLennan - Resources and Deputy Leader of the Council	Shazia Hussain - ACE	
Knife Crime Review Review of the implementation of the Knife Crime Scrutiny Report and recommendations	Cllr Promise Knight – Cabinet Member for Community Safety and Engagement	Alan Lunt - Strategic Director Regeneration & Environment	
Budget Oversight Including: <ul style="list-style-type: none"> Quarter 2 Financial Report 2021/22 	Cllr Margaret McLennan - Resources and Deputy Leader of the Council	Minesh Patel, Director of Finance	

Tuesday 18 January 2022


Agenda item	Cabinet Member/s	Strategic Director/s	External
Covid19 recovery (substantive item) A report on how the council is supporting economic and community recovery. To include: <ul style="list-style-type: none"> • The inclusive growth strategy and priority actions supporting inclusive recovery • High street recovery • Employment and jobs, and resident support schemes including employment and skills • Ethical debt policy • Ethical procurement 	Cllr Margaret McLennan - Resources and Deputy Leader of the Council Cllr Shama Tatler - Cabinet Member for Regeneration, Property & Planning	Peter Gadsdon – Strategic Director Customer and Digital Services Alan Lunt - Strategic Director Regeneration & Environment	WLA, DWP
Budget Scrutiny (substantive item) To review Brent Council budget draft budget proposals and budget task group report.	Cllr Margaret McLennan - Resources and Deputy Leader of the Council	Minesh Patel, Director of Finance	
Violence Against Women Scrutiny Review To review of the implementation of the Violence Against Women Scrutiny Report and recommendations	Cllr Promise Knight – Cabinet Member for Community Safety and Engagement	Alan Lunt - Strategic Director Regeneration & Environment	

Wednesday 9 February 2022

Agenda item	Cabinet Member/s	Strategic Director/s	External
Fire safety (substantive item) The Fire Safety Act 2021 and Building Safety Bill will introduce a new regulatory regime, which will have significant implications for the Building Control service and its relationship with the new 'Building Safety Regulator', particularly in respect of buildings over 6 storeys or 18 metres high. Report to consider the implications of the Bill and Brent's response to the implications for the Building Control service.	Cllr Shama Tatler - Cabinet Member for Regeneration, Property & Planning	Alan Lunt, Strategic Director Regeneration and Environment	
Communications and public engagement (substantive item) The new campaigns model, including current campaigns and ways of working, plus analysis of effectiveness of new model so far. To cover public engagement and consultation mechanisms as part of the report.	Cllr Margaret McLennan - Resources and Deputy Leader of the Council	Shazia Hussain - ACE	
Annual complaints report A review of statutory complaints.	Cllr Margaret McLennan - Resources and Deputy Leader of the Council	Shazia Hussain - ACE	

Wednesday 9 March 2022

Agenda item	Cabinet Member/s	Strategic Director/s	External
Workforce Strategy (substantive item) 6 month review of the new workforce strategy.	Cllr Margaret McLennan - Resources and Deputy Leader of the Council	Debra Norman, Director of Legal, HR, Audit and Investigations	
Budget Oversight Including: <ul style="list-style-type: none">Quarter 3 Financial Report 2021/22	Cllr Margaret McLennan - Resources and Deputy Leader of the Council	Minesh Patel, Director of Finance	

	Full Council 12 th July 2021
	Report from the Assistant Chief Executive
Community and Wellbeing Scrutiny Committee Chair's Report	

Wards Affected:	All
Key or Non-Key Decision:	Council
Open or Part/Fully Exempt:	Open
No. of Appendices:	One Appendix 1: Committee Work Programme 2021/22
Background Papers:	None
Contact Officers:	Lorna Hughes, Head of Strategy and Partnerships, lorna.hughes@brent.gov.uk

1.0 Purpose of the Report

- 1.1 To present Full Council with the 2021/22 work programme for the Community and Wellbeing Scrutiny Committee, and provide an update on meetings and activities by the scrutiny committee.

2.0 Recommendation

- 2.1 To note the report, including the committee's 2021/22 work plan.

3.0 Detail

- 3.1 The Council's constitution requires the annual work plan for an overview and scrutiny committee to be agreed by Full Council. The work plan sets out the areas of council policy that the Community and Wellbeing Scrutiny committee will review, and the task groups the committee will oversee during the municipal year. The work plan for the committee for 2021/22 is in Appendix 1.
- 3.2 The work plan also set out the policy areas and decision-making of external partner organisations to be scrutinised at committee. As part of its remit set out in the constitution, the Community and Wellbeing Scrutiny Committee can scrutinise, and reviews the provision and operation of NHS services in the borough and can make reports or recommendations to NHS organisations. The areas of external scrutiny of the NHS are also set out in the work plan.

- 3.3 A scrutiny committee can look at anything which affects the borough or its inhabitants, subject to certain limitations. However, members will find it difficult to effectively scrutinise a large number of items across a very broad remit. The 2019 statutory guidance on overview and scrutiny recommends that a committee concentrates on fewer, significant topics which it reviews in-depth. As part of developing the work plan at a session convened for the committee, which was also attended by strategic directors, Cabinet members and health partners, members prioritised issues based on strategic thinking and focusing on high-value, high-impact areas of decision-making and policy development.
- 3.4 The Community and Wellbeing Scrutiny Committee is due to meet on 8 July 2021. The meeting's focus will be on the Brent Health and Wellbeing Strategy 2022/2025, and it is due to hear from Cabinet members, the Director of Public Health and health partners in the North West London Clinical Commissioning Group. The focus will be on priorities in the new strategy, including addressing health inequalities, and improving health outcomes and population health in the borough. The Community and Wellbeing Scrutiny Committee met on 29 April and focused on adult social care. The Cabinet member for Adult Social Care presented reports on the recommissioning of home care in the borough, which the committee reviewed with a task and finish group in 2018. The committee was told that the task group's recommendations had been adopted as part of the new model and recommissioning of home care services. The scrutiny committee also reviewed the New Accommodation for Independent Living (NAIL) programme. This is another policy area which has been scrutinised at a previous meeting. The final substantive report at the meeting was on day care services in the borough, including commissioned day centre services in the community, and the committee considered how these day services have been affected by the Covid 19 pandemic, including the management of disruption for service users.
- 3.5 At the meeting on 24 March 2021, which was in the previous municipal year, the committee reviewed A&E performance at Northwick Park and St Mary's Hospitals and looked at the challenges which emergency and urgent care services had experienced locally during the Covid 19 pandemic. The meeting heard from senior officers from London North West Hospitals NHS Trust, and Imperial College Healthcare NHS Trust about the challenges they have faced in meeting national standards for A&E services. The committee also reviewed the ratings for GP practices in the borough as judged by the Care Quality Commission (CQC) as the regulator. The committee sought assurance that there were effective support arrangements for practices to improve, and heard that 82% of GP practices in the borough were rated as Good by the CQC.
- 3.6 At the same committee meeting in March a scrutiny task group was set up to review GP access, which is being chaired by Cllr Mary Daly. This task group is ongoing and has now completed three evidence sessions. To date there has been a focus on capacity in GP primary care and issues around digital access to GP primary care services, understanding the extent of capacity in GP practices. The task group has also reviewed how underlying health conditions and health inequalities may be affecting demand for GP services and pressures in certain areas. The members of the task group will be holding a dedicated evidence session for patients later in the summer to understand their perspectives on GP access, and to gain their insight about the main challenges and issues.

- 3.7 The meeting on 19 January 2021 reviewed housing with reports on the New Council Homes programme as well as the supply of affordable housing. The committee scrutinised the programme which is aiming to deliver 1,000 new council homes, and scrutinised the barriers to delivering more affordable housing. The meeting also looked at the Homelessness and Rough Sleeping Strategy 2020-2025. As part of this report they considered the council's response in providing emergency accommodation to single homeless people as a result of the COVID-19 pandemic in 2020 and the request by central government for local authorities to accommodate all rough sleepers and people at risk of sleeping rough, including people with No Recourse to Public Funds. As part of a focus on housing, the scrutiny committee also looked at the work of Brent Council's wholly-owned company i4B, which was set up to help deliver the council's policy objectives of providing good quality affordable housing and reducing the use of temporary accommodation by acquiring a portfolio of affordable private rented accommodation for letting to homeless households.
- 3.8 On 24 November 2020, the scrutiny committee received an update about Brent Council's management of the impact of Covid 19 on Education and Children's Services. The report updated members on the work the Children and Young People's department had been doing to manage the impact of Covid 19, and the support for vulnerable children and young people during the response, lockdown and recovery phases. The report also considered planning for that winter and the second wave of Covid 19. The 24 November meeting also considered other items from the Children and Young People department. This included an update to the scrutiny committee on schools and education, including the Action Plan for Raising Achievement of Boys of Black and Caribbean Heritage. There was a separate report on the implementation of the action plan following an inspection of Brent Youth Offending Service. This report provided details of actions as a result of the four recommendations from the inspection in 2019 by Her Majesty's Inspectorate of Probation (HMIP). The final report to the committee at the 24 November 2020 meeting provided an update on the implementation and development of contextual safeguarding in Brent. This report also provided an update on progress with recommendations made by a task group set up by the Community and Wellbeing Scrutiny Committee in 2018 to review contextual safeguarding.
- 3.9 Cllr Ketan Sheth is Brent's representative on the North West London Joint Health Overview and Scrutiny Committee. He has been nominated chair of the committee for 2021/22 after the chair Councillor Mel Collins, from the London Borough of Hounslow, stepped down as a representative in May this year. Councillor Dan Crawford from the London Borough of Ealing has been nominated to be the committee's vice-chair for 2021/22. The first meeting of the year, hosted by the London Borough of Hounslow will be on 14 July and there will be reports on the development of the North West London Integrated Care System, and the recovery of NHS services from the pandemic as well as the vaccination programme in north-west London.

4.0 Financial Implications

- 4.1 There are no financial implications arising from this report.

5.0 Legal Implications

5.1 There are no legal implications arising from this report.

6.0 Equality Implications

6.1 There are no equality implications.

7.0 Consultation with Ward Members and Stakeholders

7.1 Non-executive members were involved in developing the work plan as part of their membership of the committee, as were health partners in the local NHS.

Report sign off:

SHAZIA HUSSAIN

Assistant Chief Executive

Appendix 1: Community and Wellbeing Scrutiny Committee Work Programme 2021/22

8 July 2021

Agenda Item	Leader/Deputy Leader/Cabinet Members	Chief Executive/Strategic Directors	External Organisations	External participants
Brent Health and Wellbeing Strategy 2022-2025	<p>Cllr Harbi Farah, Lead Member for Adult Social Care</p> <p>Cllr Neil Nerva, Lead Member for Public Health, Culture and Leisure</p> <p>Cllr Mili Patel, Lead Member for Children's Safeguarding, Early Help and Social Care</p>	<p>Phil Porter, Strategic Director, Community Wellbeing</p> <p>Dr Melanie Smith, Director of Public Health</p> <p>Gail Tolley, Strategic Director, Children and Young People</p>	<p>NW London CCG</p> <p>Central and North West London NHS Trust</p>	<p>Jonathan Turner, Brent Borough Director, NW London CCG</p> <p>Dr MC Patel, Brent representative, NW London CCG</p> <p>Robyn Doran, Chief Operating Officer, CNWL</p>

21 September 2021

Agenda Item	Leader/Deputy Leader/Cabinet Members	Chief Executive/Strategic Directors	External Organisations	External Directors
Homelessness and Services for Families	Cllr Eleanor Southwood, Lead Member for Housing and Welfare Reform	Phil Porter, Strategic Director, Community Wellbeing		
Brent Housing Management Services and Performance	Cllr Eleanor Southwood, Lead Member for Housing and Welfare Reform	Phil Porter, Strategic Director, Community Wellbeing		
GP Access Scrutiny Task Group Interim Report	Cllr Harbi Farah, Lead Member for Adult Social Care	Phil Porter, Strategic Director, Community Wellbeing	NW London CCG	Jonathan Turner, Brent Borough Director, NW London CCG Dr MC Patel, Brent representative, NW London CCG
Scrutiny Task Group Scoping Report on Transitional Safeguarding	Cllr Mili Patel, Lead Member for Children's Safeguarding, Early Help and Social Care	Gail Tolley Strategic Director, Children and Young People		

15 November 2021

Agenda Item	Leader/Deputy Leader/Cabinet - Members/Non-executive Member	Chief Executive/Strategic Directors	External Organisations	External Participants
Brent Safeguarding Adults Board Annual Report 2020-2021	Cllr Harbi Farah, Lead Member for Adult Social Care	Phil Porter, Strategic Director, Community Wellbeing	Brent Safeguarding Adults' Board	Professor Michael Preston-Shoot, Independent Chair
Brent's Multi-Agency Safeguarding Arrangements for Children	Cllr Mili Patel, Lead Member for Children's Safeguarding, Early Help and Social Care	Gail Tolley Strategic Director, Children and Young People	North West London CCG North West London Basic Command Unit	Director of Quality, North West London CCG Safeguarding Lead, North West London BCU
Scrutiny Task Group Interim Report on Transitional Safeguarding	Cllr Mili Patel, Lead Member for Children's Safeguarding, Early Help and Social Care	Gail Tolley Strategic Director, Children and Young People		

24 January 2022


Agenda Item	Leader/Deputy Leader/Cabinet Members/Non-Executive Member	Chief Executive/Strategic Directors/ Director of Public Health	External Organisations	External Participants
Transfer of Community Services from LNWHT to CLCH NHS Trust	Cllr Harbi Farah, Lead Member for Adult Social Care	Phil Porter, Strategic Director, Community Wellbeing	North West London CCG	Jonathan Turner, Brent Borough Director, NW London CCG Dr MC Patel, Brent representative, NW London CCG
Diagnostic Hubs in North West London	Cllr Harbi Farah, Lead Member for Adult Social Care	Phil Porter, Strategic Director, Community Wellbeing	North West London CCG	Jonathan Turner, Brent Borough Director, NW London CCG Dr MC Patel, Brent representative, NW London CCG
GP Access Scrutiny Task Group Final Report	Cllr Harbi Farah, Lead Member for Adult Social Care	Phil Porter, Strategic Director, Community Wellbeing	North West London CCG	Jonathan Turner, Brent Borough Director, NW London CCG Dr MC Patel, Brent representative, NW London CCG

22 February 2022

Agenda Item	Leader/Deputy Leader/Cabinet Members	Chief Executive/Strategic Directors/ Director of Public Health	External Organisations	External Participants
Education and Wellbeing Recovery	<p>Cllr Tom Stephens, Lead Member for Schools, Employment and Skills</p> <p>Cllr Mili Patel, Lead Member for Children's Safeguarding, Early Help and Social Care</p>	Gail Tolley Strategic Director, Children and Young People		
London Borough of Culture Legacy	Cllr Neil Nerva, Lead Member for Public Health, Culture and Leisure	Phil Porter, Strategic Director, Community Wellbeing		
Scrutiny Task Group Transitional Safeguarding Final Report	Cllr Mili Patel, Lead Member for Children's Safeguarding, Early Help and Social Care	Gail Tolley Strategic Director, Children and Young People		

14 March 2022

Agenda Item	Leader/Deputy Leader/Cabinet Members	Chief Executive/Strategic Directors	External Organisations	External Participants
Care Homes Provision and Commissioning	Cllr Harbi Farah, Lead Member for Adult Social Care	Phil Porter, Strategic Director, Community Wellbeing		

	Full Council 12 th July 2021
	Report from the Director of Legal, HR, Audit & Investigations
Update Report from the Audit and Standards Advisory Committee	

Wards Affected:	All
Key or Non-Key Decision:	Council
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>	Debra Norman, Director of Legal, HR, Audit and Investigations Tel: 020 8937 1578 Email: debra.norman@brent.gov.uk

1. Purpose of the Report

- 1.1 This report provides a summary of the activities carried out by the Council's Audit and Standards Advisory Committee (ASAC) since the last update provided on 23 November 2020. The ASAC is responsible for considering and advising the relevant council bodies on various governance matters relating to audit activity, the council's regulatory framework, and members' standards of conduct.
- 1.2 The Audit and Standards Committee, which is responsible for various governance matters including reviewing and approving the Annual Statement of Accounts, adopting the council's Annual Governance Statement and promoting high standards of conduct by members and co-opted members has not met during this period

2. Recommendation

- 2.1 Council is asked to note the contents of the report.

3. Detail

3.1 The ASAC has met three times in this period.

3.2 Audit and Standards Advisory Committee – 8 December 2020

3.2.1 Standards Report (including Gifts and Hospitality)

An update was provided on gifts and hospitality registered by members, and the attendance record for members in relation to mandatory training sessions.

3.2.2 Review of the performance and management of i4B and First Wave Housing

An update was provided on the performance, business plan, risk register and audit arrangements of i4B Holdings Ltd and First Wave Housing Ltd.

3.2.3 Treasury Management Mid-Term report

An update was also provided on treasury activities for the first half of the financial year 2020/21.

3.2.4 Treasury Management Strategy

This report presented the draft Treasury Management Strategy (TMS) 2021/22 for consideration. The final version of the TMS, incorporating the views of the Committee, was included in the annual budget setting report presented to Cabinet.

3.2.5 External Audit Report Findings 19/20

The Committee also received an update on the management response to the 2019/20 external audit findings report.

3.2.6 Internal audit Quarterly report

An update on progress against the Internal Audit Plan was also provided for the period 01 May to 31 October 2020.

3.2.7 Counter Fraud Quarterly report

The Committee also received a summary of the counter fraud activity for 2020/21 up to Q2 and the impact of Covid-19 arrangements on the service.

3.2.8 Corporate Risk Register Update

An update was also provided on the Council's Risk Management position and updated Corporate Risk Register.

3.2.9 External Audit Letter

A report was provided from Grant Thornton summarising the key findings arising from the work it had carried out at the Council and its subsidiaries for year ended 31 March 2020.

3.2.10 External Audit Update and Sector Report

Finally a report was also provided from Grant Thornton on progress in delivering its responsibilities as the Council's external auditors, along with a summary of emerging national issues and developments.

3.3 Audit and Standards Advisory Committee – 31 March 2021

3.3.1 Standards Report (including Gifts and Hospitality)

A further update was provided on gifts and hospitality registered by members, and the attendance record for members in relation to mandatory training sessions.

3.3.2 Review of the member Development Programme and Member Expenses

Members also received a summary of the Member Learning Development Programme since January 2020 and information regarding the Members' Expenses Scheme. An overview was also provided of upcoming member learning and development sessions

3.3.3 Internal Audit Annual Plan 21/22

The draft Internal Plan for 2021/22 was presented to the Committee along with the basis on which the plan had been prepared. The plan included an audit review of the Council's arrangements to manage cyber security risks following serious incidents in other local authorities.

3.3.4 Departmental Risk Management

A summary of the management of risk at departmental level across the Council was also provided for members.

3.3.5 External Audit Plan 20/21

The Committee also received an overview of the planned scope and timing of the statutory external audit 2020/21 for those charged with governance.

3.3.6 External Audit Update and Sector Report

A report was provided from Grant Thornton on progress in delivering its responsibilities as the Council's external auditors, along with a summary of emerging national issues and developments.

3.3.7 Value For Money Presentation on the New Code

Finally the Committee also received a presentation from Grant Thornton on the new Value for Money arrangements in the new Code of Audit Practice.

3.4 Audit and Standards Advisory Committee – 11 May 2021

3.4.1 Annual Standards Report

This meeting received an update on member conduct issues and the work of the Audit & Standards Advisory Committee, Audit & Standards Committee and the Monitoring Officer during 2020.

3.4.2 Review of the Use of Regulation of Investigatory Powers Act 2000

A report was also provided on the Council's use and conduct of surveillance techniques in accordance with the Regulation of Investigatory Powers Act (RIPA) 2000, in compliance with its annual reviewing obligations as set out in the Council's RIPA policy and procedures.

3.4.3 Treasury Management Outturn Report

Members also received an update on Treasury Management activity in compliance with the Council's Prudential Indicators for 2020/21.

3.4.4 Internal Audit Annual report

A report was also provided on the overall adequacy and effectiveness of the Council's internal controls along with a summary of the internal audit work undertaking during 2020/21.

3.4.5 Counter Fraud Annual report

Members also received a report on counter fraud activity during 2020/21.

3.4.6 Pension Fund External Audit report 202/21

Finally an overview was also provided of the planned scope and timing of the Brent Pension Fund external audit 2020/21 for those charged with governance.

3.5 Forward Plan Items

3.5.1 Listed below are the reports that are due to be presented to the next meeting on 26 July 2021:

1. Corporate Risk Register Update (this will include reference to a current corporate risk on cyber-attacks which the Committee will review with interest);
2. External Audit progress report;
3. Annual Governance Statement;

4. Performance and management of i4B Holdings Ltd and First Wave Housing Ltd;
5. Emergency Preparedness, and
6. Standards Report (including gifts and hospitality).

Report sign off:

DEBRA NORMAN

Director of Legal, HR, Audit & Investigations

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Full Council – 12 July 2021

Motion for Non Cabinet Member debate

SOMEWHERE TO CALL HOME

This Council understands that housing is amongst this city's greatest social and economic challenges.

This Council recognises that there are no quick fixes or easy options, but remains nonetheless determined to make things better.

This Council can be proud of how far it has come in tackling the many problems afflicting the borough's many housing markets and systems.

This Council notes its record of:

- Helping deliver more than 11,000 new homes, almost 30% of which at social or affordable level, including more than 1,000 brand new council homes;
- Bringing council housing services back in-house, leading to improvements in performance;
- Beginning the process of properly regulating and responding to the needs of people living in this borough's substantial private rental market; and
- Tackling homelessness by developing i4B, an ethically managed, council-owned private rental service.


That said, this Council is of course alive to the fact that there is obviously much more to do if housing is to be made universally affordable, readily available, and of the highest possible standards.

To that end, this Council is determined to build on its proud record, and is committed to continue:

- Pressing government on giving us the powers we need to roll out landlord licensing across the borough;
- Campaigning against government plans to strip local residents of their democratic rights to participate in and contribute to the planning process;
- Intervening earlier when residents are at risk of homelessness, giving them the best possible chance of getting back on their feet;

- Helping every resident who loses their home find another they can afford;
- Working with other London boroughs and local partners to provide guaranteed emergency shelter to anyone forced to sleep rough;
- Growing i4B, changing the nature of the rental market from the inside, making it a fairer, more affordable, and decent place to live;
- Developing a new generation of Key Worker housing;
- Making it easier for those residents who need help to downsize, relocate or find a more suitable home;
- Encouraging and supporting the formation of independent Tenants and Residents Associations in the homes that we provide and manage, calling on Housing Associations to do the same; and
- Pressuring government to properly fund and support essential fire safety works across the public and private sectors.

Councillor Robert Johnson
Northwick Park Ward

 Brent	Full Council 12 July 2021
	Report from the Director of Finance
Recovery from COVID-19	

Wards Affected:	All
Key or Non-Key Decision:	Council
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	None
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Minesh Patel Director of Finance Email: Minesh.Patel@brent.gov.uk Tel: 020 8937 4043 Rav Jassar Deputy Director of Finance Email: Ravinder.Jassar@brent.gov.uk Tel: 020 8937 1487

1.0 Purpose of the Report

- 1.1 To present to Councillors a sustainable and inclusive COVID-19 recovery programme for the Borough.

2.0 Recommendations

- 2.1 To agree the establishment of a £17m reserve as detailed in this paper as part of the Borough's COVID-19 recovery plan.
- 2.2 To agree that the new £17m reserve will be established through re-designation of existing reserves that were set aside to manage the financial impact of COVID-19 and where dealing with health inequalities the ring fenced Public Health reserves.

3.0 Detail

3.1 The council has worked effectively itself and with partners in its response to the pandemic. Together, we have ensured that the most vulnerable in our communities have been (and continue to be) supported through these difficult times. The Brent response has highlighted the strengths in our approach to cross-sector engagement and partnership working in making a real difference to tackling the often complex, cross-cutting challenges that our residents are facing on a daily basis. These have included our Brent Health Matters programme - the local response to health inequalities co-produced and delivered by the NHS, Council, voluntary and community sector, communities and residents. The proposals in this paper are for investment in programmes that build on the success of our immediate response to the pandemic and take Brent forward to a sustainable, inclusive recovery, which also fully aligns to our Borough Plan priorities. These programmes are:

- **Supporting Communities** (Every Opportunity to Succeed/Strong Foundations),
- **Supporting Businesses** (A Future Built for Everyone, An Economy Fit for All/Strong Foundations),
- **Reducing Health Inequalities** (A Borough where we can all feel safe, secure, happy and healthy) and
- **The Green Recovery** (A cleaner more considerate Borough).

3.2 These proposals build on our successes to date but they also recognise the need to refocus our efforts as we move to the recovery phase and understand the nature and scale of action required to ensure that recovery is equitable, inclusive and environmentally sustainable. It is also essential that we tackle those issues that the pandemic has exacerbated and which relate to inequality and poverty. In tackling recovery we also need to ensure that this is done in a way that is not just fairer but also greener and tackles climate change and aids the Borough in achieving our net zero target. Additionally the pandemic has emphasised the need to better promote digital inclusion. Finally the economy has taken a serious knock both nationally and locally and we need to help businesses in the borough recover from the impact of the pandemic.

3.3 The programmes discussed in this report are also informed by the available evidence about the extent and nature of the pandemic's impact on the Brent economy. In their report "How has Coronavirus Impacted on the West London Economy" commissioned by the West London Economic Prosperity Board and published in April 2021, Oxford Economics estimated that the Brent economy had contracted by 9% in 2020, losing 3,800 jobs (a fall of 2.6% compared with 1.9% for West London as a whole and 1.5% for the UK). For 2021 they forecast a further loss of 3,700 jobs and slow job growth afterwards, adding 2,600 jobs by 2025 - an average 0.3% per year, the second-lowest rate across the seven WLA boroughs. They do not expect employment to return to its pre-pandemic level until 2024. The report noted that construction and hospitality would be among the hardest hit sectors; construction was among Brent's largest sectors before the pandemic, but is expected to shed 1,700 jobs through 2020 and 2021, equivalent to around a quarter of total job losses across the borough. Brent is also more exposed than other west London boroughs to a downturn in

the arts, entertainment & recreation sector. Wholesale & retail trade, professional services, and administrative/support services are also expected to see job losses as a result of the pandemic.

3.4 Looking forward to the recovery, Oxford Economics forecast that among Brent's fastest-growing sectors will be business services such as information and communication (3.1% per year), professional services (1.9% per year), and administrative/support services (1.7% per year). Brent will also benefit from the fastest-growing wholesale and retail trade sector across West London. Despite broader trends towards e-commerce, Oxford Economics expect the Brent workforce to add another 800 jobs in this sector to 2025. Public service sectors will also be important - health and social work will add 1,500 additional jobs to 2025, equivalent to more than half of additional employment across Brent, with education adding a further 600 jobs. On the other hand, job losses will be concentrated in construction and manufacturing. These projects also align with the GLA London Recovery Programme that has been approved by the cross sector and cross party recovery group that is focused on 9 recovery missions:

- **A Green New Deal** - Tackle the climate and ecological emergencies and improve air quality by doubling the size of London's green economy by 2030 to accelerate job creation for all.
- **A Robust Safety Net** - By 2025, every Londoner is able to access the support they need to prevent financial hardship.
- **High Streets for All** - Deliver enhanced public spaces and exciting new uses for underused high street buildings in every Borough by 2025, working with London's diverse communities.
- **A New Deal for Young People** - By 2024 all young people in need are entitled to a personal mentor and all young Londoners have access to quality local youth activities.
- **Helping Londoners into Good Work** - Support Londoners into good jobs with a focus on sectors key to London's recovery.
- **Mental Health and Wellbeing** - By 2025 London will have a quarter of a million wellbeing ambassadors, supporting Londoners where they live, work and play.
- **Digital Access for All** - Every Londoner to have access to good connectivity, basic digital skills and the device or support they need to be online by 2025.
- **Healthy Food, Healthy Weight** - By 2025 every Londoner lives in a healthy food neighbourhood.
- **Building Strong Communities** - By 2025, all Londoners will have access to a community hub ensuring they can volunteer, get support and build strong community networks.

3.5 The Borough Plan 2021-2022 is the key strategic document that sets out what the council aims to achieve over the next year. The Plan's vision is "**To make Brent a borough of culture, empathy and shared prosperity**". It is focussed on five priority areas:

- Every Opportunity to Succeed
- A Future Built for Everyone, An Economy Fit for All
- A Cleaner More Considerate Brent
- A Borough where we can all feel safe, secure, happy and healthy
- Strong Foundations

3.6 Tackling poverty, inequality and the climate and ecological emergency are vital to success in addressing the five priority areas. Recent events have proved beyond doubt that these have to be priorities for action by the council itself, and for our work with partners. Earlier this year, the Medium-Term Financial Strategy (MTFS) was updated to include an allocation of £1m for work on delivery of the Borough Plan as part of the overall growth assumptions. This funding focused on the following areas:

- **The climate and ecological emergency** – activity focused on improving domestic energy efficiency and carbon reduction. Tackling fuel poverty for residents living in all housing tenures in Brent, working with local businesses to grow the green economy, green travel activity and a rewilding and environmental education project at Welsh Harp to connect local communities and young people to nature.
- **Tackling poverty** – rolling out community money mentors across the borough, increasing employment opportunities for people with disabilities, establishing a Living Wage place working with local businesses, tackling period poverty, tackling fuel poverty and contributing to the review of Brent's private rented housing sector.
- **Tackling inequality** – developing and implementing the Black Community Action Plan (BCAP) – including establishment of a leadership development programme, engaging young people through supplementary schools support, supporting the development of voluntary sector groups and organisations, commissioning local Black-led voluntary sector organisations and businesses to carry out work that will contribute to the delivery of the action plan, increasing awareness amongst Young People of entrepreneurship opportunities and support.

3.7 This paper proposes additional projects as part of the council's recovery plan. The specific projects currently under consideration are detailed in the paragraphs that follow under each programme but with the acknowledgement that many of the projects cut across more than one programme. In addition, other projects meeting the objectives of the programmes may be developed.

Supporting Communities (£1.4m Sub Total)

- **BCAP - Black Excellence Quality Mark Project:** This project seeks funding to develop a 'Black Business Excellence Quality Mark' identified by the BCAP Community Reference Group.
- **BCAP - Introduction to Entrepreneurial Education:** Delivery of a pilot project identified by the BCAP Community Reference Group particularly focused on commissioning and piloting the approach in a bespoke educational project.
- **BCAP - Markets:** Proposal seeks funding to deliver a pilot project identified by the BCAP Community Reference Group. Focused on a supported programme that provides training and opportunities for self-employment through:
 - The piloting of a street market in the London Borough of Brent
 - Delivery of a free online and in-person market trading training and support programme
 - The pilot will run from Summer 2021 to Spring 2022
- **Digital Packages for Children and Young People:** The proposal is to establish a device donation and crowdfunding campaign and provide an initial 296 digital packages for children and young people in Brent to assist them with accessing online learning at home, to improve their digital skills and to enable them to apply for opportunities such as training, apprenticeships and employment.
- **Scaling up our accelerated support team for children on the edge of care:** The proposal intends to scale up the existing Accelerated Support Team (AST), implemented following the 2018 Ofsted inspection and subsequent Outcome Based Review, to enable a team of specialist social workers, skilled in adolescent safeguarding interventions to deliver statutory work alongside current preventative services.
- **West London Fostering Collaboration:** The proposal would bring together three adjacent West London authorities: Brent, Ealing and Harrow and an experienced voluntary sector provider of fostering and residential services, St Christopher's Fellowship, to explore new opportunities to work collaboratively on fostering services in order to address a number of key challenges impacting on children and young people in care.
- **Expanding the offer at the Gordon Brown Centre,** to enable it to deliver accelerated Care Leavers independence training, to provide parenting assessments for parents and babies, when there are concerns regarding parents' capacity to respond to their children's needs and to safeguard their children's welfare.
- **Development of a post-16 skills resource centre for young people with SEND.** Adopting a whole Council and partnership approach the intention is to develop a Preparation for Adulthood Skills Centre for young people and adults aged 16-25 initially. The age range may stretch over time, in collaboration with the Community Wellbeing department, to include young adults up to the age of 30 to reflect an increase in older young people being identified with additional needs. It will provide a centre where young people and young adults can meet and socialise with differently abled people of their own age as visibly active members of their communities.

- **Education Recovery.** Supporting Brent children to not only recover to where they were educationally but to help them to progress to where we want all Brent children to be, is a key priority for Brent. It is proposed to fund a year-long programme of evidence-based education recovery action in Brent schools. This programme will support the targeted delivery of the Government's Education Recovery Commissioner's recommendations which have not been funded by Government, delivering a wide range of innovative educational experiences with Brent schools and United Colleges Group in part through the Brent Local Cultural Education Partnership. The Brent recovery programme will fund on a targeted basis opportunities to re-engage with sport, music and the rich range of activities that define a great education, as well as more targeted work on key subject areas through teacher training and development as recommended by the Education Recovery Commissioner. Provision will prioritise vulnerable pupils, priority groups of pupils including boys of Black Caribbean heritage and 16- to 19-year-olds working closely with Brent schools and United College Group and building on the Brent Schools Forum funded "Raising the Achievement of boys of Black Caribbean Heritage in Brent Schools" programme, which had significant impact but for which funding has now ceased.
- **Violent Crime / Gang awareness training programme** - A training programme aimed at Secondary School children and parents and carers in order to divert from/identify indicators of, gang / knife crime. Provision of training intended to divert young people away from gangs and violent crime and to assist parents and carers to spot the early signs of involvement, in order to reduce the likelihood of injury / involvement in violent crime.
- **Knife bins:** Knife bins to be located at strategic locations across the borough. Provision of knife bins will reduce the number of weapons in circulation which will impact positively on the prevalence of knife related crime within the borough.
- **Deployment of 10 WCCTV cameras and 6 ANPR cameras** - Additional camera provision in order to increase / improve the ability to identify and solve violent, serious and environmental crime. The provision of additional cameras will improve the detection and prevention of environmental and serious crime and thus provide reassurance to our communities and a reduction in the fear of crime amongst our communities.

Supporting Businesses (£10.6m Sub Total)

- **E-commerce solution:** Proposal to set up an app that will support local SMEs to trade online, improve their digital skills and encourage more residents to shop locally - supporting community wealth building and economic recovery.
- **Business Database:** Proposal to acquire a business database (FAME) which the Council can use to conduct strategic analysis of the Brent business base and to engage a wider number of businesses in our businesses support offer - supporting community wealth building and economic recovery.
- **Pilot Business Support Fund:** Proposal to set up a pilot Business Support Fund which will give local businesses access to a digital device,

Microsoft package, bespoke skills and training, a market place and E-Commerce platform. This will support more local businesses to trade online, helping them to link to a wider customer base and engage with new consumer habits developed during the Pandemic.

- **Wembley Park co-working space:** Collaboration between two Brent-based tech businesses (Slenky and Ultra Education CIC) and Brent Council to re-purpose unused office space in Wembley Park to provide affordable and creative co-working space, with a package of support, for Brent start-up enterprises and entrepreneurs, which will achieve outcomes that align with Brent's priority strategies.
- **Grant Scheme to support local businesses:** To create a new grant scheme that reflects local priorities and to continue to support the wider business sector, in particular those businesses which have not been able to benefit from other support available during the Pandemic.
- **Wembley/Church End High Street Recovery:** Pilot / Exemplar Schemes aimed at identifying best means of facilitating high street recovery and rolling out those initiatives that achieve the objectives. Assisting High Streets to recover and evolve following the impact of the pandemic in order to ensure that they benefit from increased footfall continue to provide the range of services that will be required from local communities in the future.
- **Brent Works** - A range of measures aimed at improving the ability of Brent residents to access jobs and training in key / growth sectors. Assisting those who are unemployed / at risk of unemployment to access alternative job opportunities and to assist to skill / re-skill our communities and prepare them for future opportunities in growth sectors, including sectors relevant to the green recovery.

Reducing Health Inequalities (£0.5m Sub-Total)

- **Tackling Childhood Obesity:** To introduce an 8 week programme, which can be used in nurseries, FWC, Brent hubs, libraries, churches, schools and GP practices focusing on wards with the highest rates of obesity.
- **Addressing tooth decay in children:** The plan is to bring this service to parents by utilising the mobile bus to areas of highest need, working with community champions to address health inequalities.
- **Universal Healthy Start:** The proposal is to introduce universal provision of healthy start vitamins.
- **Physical Activity Programme:** The programme will encourage residents to come along to a number of 'roadshows' and 'pop up' events where they can try out different free activities, sign up for further free activity sessions and find out where they can continue to be active.
- **Mental Health (Adult Social Care services):** A range of measures designed to increase mental health support services, for example mental health support for families who are living in emergency accommodation and provision of community perinatal nursing and specialist care and support.
- **Mental Health and Wellbeing recovery:** The programme will 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 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. The community based section of this programme will meet the needs of young people from a range of backgrounds but will target Black and Asian young people, and reflect the commitments made in the Black Community Action Plan. This school and community based programme will meet the needs of young people from a range of backgrounds but will target groups with disproportionately low levels of access to statutory mental health services. With a particular emphasis on Mental Health, the project is a blended approach of digital and face to face programmes that will give young people early access to someone trusted to increase awareness of wellbeing while tackling issues such as racism, identity and inequality. By building the skills and capacity of young people who join the programme, this project will create a talent pool of young people who are better equipped and best placed to support each other while connecting young people to their peers to create a safe space to work together to tackle issues that affect them. The programme will include Mental Health First Aid training and other accredited training as part of the coordinated range of support available that will appeal to our most vulnerable young people.

Green and Environmental Recovery (£4.5m Sub Total)

- **Decarbonisation via LED Lighting Upgrades:** To supplement and maximise the energy efficiency measures planned onsite during 2021-22 for 15 buildings within the council's own estate.
- **Zero Carbon Schools Project:** To commission an external organisation to work with approximately 5-7 Brent-owned schools, all with different building types, and pilot the development of a retrofit plan for the school to achieve zero carbon emissions in the future.
- **Transfer of the Waste Disposal team from Veolia:** Negotiated transfer of Education & Outreach team from Veolia to the Council during 2021. Assisting communities to more effectively recycle and reduce the amount of residual waste sent to landfill, thus reducing the borough's Carbon Footprint and reducing the cost of landfill tax to the borough.
- **SEN Transport:** Review service and make recommendations to secure annual savings. Assisting our communities and those with additional needs to become more independent, reducing the number of journeys required thus reducing the council's Carbon Footprint whilst continuing to support those who need it.
- **Public Realm Improvements:** A range of projects aimed at improving the public realm. Assisting our communities to safely use the public realm and by doing so maximise the potential for active travel, delivering a range of public health benefits.

- 3.8 In addition to the above, and specifically in relation to the Reducing Health Inequalities category, the Council continues to support Brent Health Matters (BHM), which is a £2m (annual) programme designed to work with the community, respond to their needs and build community capacity, and use that capacity to tackle health inequality issues that affect most of the community such as long term health conditions (e.g. diabetes and Mental Health) and the

underlying causes of health inequalities (e.g. deprivation and equal access to education and employment opportunities). Mental health and wellbeing is a significant focus for the programme. As part of the programme £250k of community grants have been distributed, which includes £105k for local community groups who are focused on mental health and wellbeing. In addition, the Council has also accessed £370k to focus on a range of MH and wellbeing recovery projects:

- Get Active - £100k to deliver new courses and activities to support and improve residents' mental wellbeing, working through BHM to ensure those in the greatest need are able to access these and other activities.
- Mental Health / Suicide Prevention Training - £50k to fund the delivery of mental health workshops/training across two streams: mental health awareness and suicide prevention training
- Bereavement Support - £120k to deliver culturally competent bereavement support
- Homelessness Support - £100k to work with those complex clients with mental health issues who need support to sustain their tenancies

- 3.9 The overall budget envelope for these programmes is to be set at £17m, which is largely made up of non ring-fenced COVID-19 grants from central government that were not utilised in 2020/21 and available for re-designation. Some of the proposals (reducing health inequalities) have been deemed eligible for funding from the ring fenced Public Health grant. Therefore it is proposed to utilise existing Public Health reserves to fund these activities. Further work will be undertaken to assign funding allocations to themes and individual business cases as they are brought forward for consideration. Nevertheless, robust financial and governance controls will be put in place to ensure the £17m total budget is not exceeded, that expenditure plans are one off in nature to qualify as suitable to be funded from reserves and that appropriate frameworks are in place to govern individual projects so that intended outcomes are achieved.
- 3.10 Council set the revenue budget for 2021/22 to 2022/23 and the medium term capital programme at its meeting on 22 February 2021. As part of that report, funding the recovery from COVID-19 and further supporting the delivery of the refocussed Borough Plan were a significant part of the budget agreed by Council.
- 3.11 At the time the budget was set in February 2021, and due to the unprecedented financial uncertainty, a range of growth and cost pressures were modelled to explore as many different scenarios of what could happen as is reasonably possible under the current circumstances. While the scenarios modelled are unique to each category of growth, including the assumptions that underpin those scenarios, the process of examining and evaluating possible impacts across different budgets is a key part of the decision making process. Overall, the range of possible outcomes was estimated at between £5m (best case) and £20m (worst case), and the working estimate was that £13m (central case) of additional growth would be required in 2021/22 to manage the impact of COVID-19.

- 3.12 However, it must be stressed that the estimates were based on a number of assumptions which are subject to constant change. It is incredibly difficult to predict the implications of the changes to the furlough scheme, how business will recover as grants to businesses begin to wind down and how the general economy will recover after COVID-19. This uncertainty runs alongside existing budget pressures including social care demand, demographic changes, housing and homelessness. That being the case, it is currently expected that the growth built into the 2021/22 budget should be sufficient to contain the financial impact of COVID-19.
- 3.13 The Cabinet meeting of 19 July 2021, as in previous years, will include three key financial reports, specifically:
- Financial Outturn 2020/21 - this report will set out the outturn for income and expenditure versus the revenue budget for 2020/21.
 - Q1 2021/22 Financial Forecast - this report will set out the current forecast of income and expenditure versus the revenue budget for 2021/22.
 - Medium Term Financial Outlook - this report will set out the overall financial position facing the Council over the medium term and the proposed budget setting strategy for 2022/23.
- 3.14 Overall, these reports, in particular the Financial Outturn report, will set out a requirement to transfer a number of emergency COVID-19 grants from central government to reserves. Further details will be set out in the Financial Outturn report, however in summary some grants have been taken to reserves for expenditure committed in 2021/22 (for example support for residents who are Clinically Extremely Vulnerable, self-isolation payments and supporting test and trace), some grants have been taken to reserves to smooth out the financial impact of COVID-19 on Council Tax and Business Rates income over the next three years (in line with the government's guidance on spreading of Collection Fund deficits) and some are non ring-fenced.
- 3.15 In addition, the Q1 Financial Forecast report will set out that based on current assumptions, the financial impact of COVID-19 can be contained with the overall growth built in the 2021/22 budget, as referenced in paragraphs 3.2 and 3.3.
- 3.16 It is within this overall financial context that the Council is now proposing to further invest in the recovery from COVID-19 by establishing a new earmarked reserve through re-designation of existing reserves that contain COVID-19 non ring-fenced central government grants. As part of the Financial Regulations contained within the constitution, transfers from reserves for purposes other than those for which they were established require the approval of full Council.
- 3.17 Financial investment is an important driver for local recovery. Approaches to investment should be carefully considered, whilst understanding that a failure to invest in recovery could well be a risk in itself. In addition, an important factor will be to ensure the approach to investing in the recovery supports broader ambitions and long term priorities such as the Borough Plan. As emergency

support from central government winds down, local actions are likely to be at the forefront of shaping the recover

- 3.18 If the new reserve is agreed by the Council, to facilitate its efficient utilisation the Leader intends to delegate approval of specific projects to be funded from the reserve to the Director of Finance, and the implementation of approved projects to the relevant Strategic Director, in consultation with the relevant cabinet member in each case.

4.0 Financial Implications

- 4.1 The £17m reserve is proposed to be created by re-designating existing COVID-19 reserves. These reserves were initially created from the balance of non ring fenced emergency COVID-19 grants from central government that were not needed to be utilised to contain the financial impact of COVID-19 in 2020/21. In addition, some of the proposals (reducing health inequalities) have been deemed eligible for funding from the ring fenced Public Health grant. Therefore it is proposed to utilise existing Public Health reserves to fund these activities. Further details will be set out in the Financial Outturn 2020/21 report to Cabinet on 19 July 2021.
- 4.2 The business cases put forward for consideration will be assessed to ensure that expenditure plans are one off in nature, so that the use of reserves as a funding mechanism is reasonable.
- 4.3 If the use of reserves is approved by Full Council, it is planned to make the appropriate budget virements to facilitate spending from the relevant departments with expenditure reported in the quarterly budget monitoring forecast reports to Cabinet.

5.0 Legal Implications

- 5.1 Under section 7 of the council's Transfers and Virements Scheme which forms part of the Financial Regulations in the Constitution, transfers from reserves for purposes other than those for which they were established require the approval of full Council unless otherwise allowed under the scheme. Establishing a new reserve to fund strategic priorities as proposed in the report therefore requires the agreement of Council.
- 5.2 Part 4 Paragraph 7.7 of the Constitution requires that if the Leader makes any changes to the allocation of functions and delegations he shall report the change to council or notify the Monitoring Officer in writing. This report satisfies this requirement in respect of the arrangements for the use of the proposed new reserve set out in this report.
- 5.3 There will be specific legal implications to be considered in relation to individual projects, which will be addressed as the proposals are evaluated and implemented.

6.0 Equality Implications


- 6.1 Brent is committed to equality, diversity and inclusion; the council is determined to be an exemplar of good practice in equality, diversity and human rights and it is our policy to treat everyone fairly and with respect. We aim to ensure that all our current and future residents, staff and stakeholders are treated fairly and receive appropriate, accessible services, and fair and equal opportunities.
- 6.2 This commitment requires that equality considerations play a key role in our decision-making processes and that our policies are fully compliant with the duties placed on us as a public sector body by the Equality Act 2010. Our Equality Analyses (EAs) ensure that we follow through on our commitment to equality and they provide a method for clearly demonstrating the necessary legal compliance.
- 6.3 The Equality Act 2010 replaced the pre-existing anti-discrimination laws with a single Act. The legislation covers the exercise of public functions, employment and work, goods and services, premises, associations, transport and education. The act prohibits victimisation and harassment, and all of the following forms of discrimination: direct; indirect; by association; by perception; or discrimination arising from disability. When considering the Public Sector Equality Duty pursuant to section 149 of the Equality Act 2010 The Council must, in the exercise of its functions, have due regard to the need to:
- (a) eliminate discrimination, harassment and victimisation
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it,
- 6.4 The Public Sector Equality Duty covers the following nine protected characteristics: age, disability, marriage and civil partnership, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The purpose of the duty is to enquire into whether a proposed decision disproportionately affects people with a protected characteristic. In other words, the indirect discriminatory effects of a proposed decision. Due regard is the regard that is appropriate in all the circumstances.
- 6.5 The projects proposed here will enable Brent Council to continue to meet its public sector equality duties. Equality Impact Assessments will be completed as projects are progressed. Those already completed will be reviewed as projects move through the implementation stage.
- 7.0 Any Other Implications (HR, Property, Environmental Sustainability - where necessary)**
- 7.1 Not applicable.
- 8.0 Proposed Consultation with Ward Members and Stakeholders**
- 8.1 The Lead Member for Finance and Cabinet members have been consulted throughout the process.

Report sign off:

MINESH PATEL

Director of Finance

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	Full Council 12 th July 2021
	Report from the Director of Finance
Treasury Management Outturn Report 2020/21	

Wards Affected:	All
Key or Non-Key Decision:	Council
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 1 Debt and Investment Portfolio Appendix 2 Prudential Indicators Appendix 3 Internal Investments: Average Rate vs Credit Risk
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Amanda Healy Head of Finance Tel: 020 8937 5912 amanda.healy@brent.gov.uk Homun Bui Senior Finance Analyst Tel: 020 8937 3745 homun.bui@brent.gov.uk

1. Introduction

- 1.1 This report updates members on Treasury Management activity and confirms that the Council has complied with its Prudential Indicators for 2020/21.

2. Recommendations

- 2.1 Council is asked to note and approve, following its consideration by Audit & Standards Advisory Committee on 11 May 2021 and Cabinet on 14 June 2021 the the 2020/21 Treasury Management outturn report, in compliance with CIPFA's Code of Practice on Treasury Management (the Code).

- 2.2 Council is asked to note that for 2020/21 the Council has complied with its Prudential Indicators which were approved by Full Council on 19 February 2020 as part of the Council's Treasury Management Strategy Statement and Capital Strategy Statement.

3. Background

- 3.1 The Council's treasury management activity is underpinned by the CIPFA Code, which requires authorities to produce annually Prudential Indicators and a Treasury Management Strategy Statement on the likely financing and investment activity. The Code also recommends that members are informed of treasury management activities at least twice a year.
- 3.2 This report also fulfils the Council's obligations under the Local Government Act 2003 to have regard to both the CIPFA Code and the CLG Investment Guidance.
- 3.3 The Council has borrowed money over the long term to support investment in the Council's infrastructure and also invests cash balances held for short periods. It is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are central to the Council's treasury management strategy.

Economic Background

- 3.4 The coronavirus pandemic dominated 2020/21. The start of the financial year saw many central banks cutting interest rates as lockdowns caused economic activity to grind to a halt. The Bank of England cut Bank Rate to 0.1% and the UK government provided a range of fiscal stimulus measures, the size of which has not been seen in peacetime.
- 3.5 Some good news came in December 2020 as two COVID-19 vaccines were given approval by the UK Medicines and Healthcare products Regulatory Agency (MHRA). The UK vaccine rollout started in earnest; over 31 million people had received their first dose by 31st March.
- 3.6 A Brexit trade deal was agreed with only days to spare before the 31st December 2020 deadline having been agreed with the European Union on Christmas Eve.
- 3.7 The Bank of England (BoE) held Bank Rate at 0.1% throughout the year but extended its Quantitative Easing programme by £150 billion to £895 billion in November 2020. In its March 2021 interest rate announcement, the BoE noted that while GDP would remain low in the near-term due to COVID-19 lockdown restrictions, the easing of these measures means growth is expected to recover strongly later in the year. Inflation is forecast to increase in the near-term and while the economic outlook has improved there are downside risks to the forecast, including from unemployment which is still predicted to rise when the furlough scheme is eventually withdrawn.

- 3.8 Government initiatives supported the economy and the Chancellor announced in the 2021 Budget a further extension to the furlough (Coronavirus Job Retention) scheme until September 2021. Access to support grants was also widened, enabling more self-employed people to be eligible for government help. Since March 2020, the government schemes have helped protect more than 11 million jobs.
- 3.9 Despite the furlough scheme, unemployment still rose. Labour market data showed that in the three months to January 2021 the unemployment rate was 5.0%, in contrast to 3.9% recorded for the same period 12 months ago. Wages rose 4.8% for total pay in nominal terms (4.2% for regular pay) and was up 3.9% in real terms (3.4% for regular pay). Unemployment is still expected to increase once the various government job support schemes come to an end.
- 3.10 Inflation has remained low over the 12 month period. Latest figures showed the annual headline rate of UK Consumer Price Inflation (CPI) fell to 0.4% year/year in February, below expectations (0.8%) and still well below the Bank of England's 2% target. The ONS' preferred measure of CPIH which includes owner-occupied housing was 0.7% year/year (1.0% expected).
- 3.11 After contracting sharply in Q2 (Apr-Jun) 2020 by 19.8% q/q, growth in Q3 and Q4 bounced back by 15.5% and 1.3% respectively. The easing of some lockdown measures in the last quarter of the calendar year enabled construction output to continue, albeit at a much slower pace than the 41.7% rise in the prior quarter. When released, figures for Q1 (Jan-Mar) 2021 are expected to show a decline given the national lockdown.

Financial markets

- 3.12 Monetary and fiscal stimulus helped provide support for equity markets which rose over the period, with the Dow Jones beating its pre-crisis peak on the back of outperformance by a small number of technology stocks. The FTSE indices performed reasonably well during the period April to November, before being buoyed in December by both the vaccine approval and Brexit deal, which helped give a boost to both the more internationally focused FTSE 100 and the more UK-focused FTSE 250, however they remain lower than their pre-pandemic levels.
- 3.13 Ultra-low interest rates prevailed throughout most of the period, with yields generally falling between April and December 2020. From early in 2021 the improved economic outlook due to the new various stimulus packages (particularly in the US), together with the approval and successful rollout of vaccines, caused government bonds to sell off sharply on the back of expected higher inflation and increased uncertainty, pushing yields higher more quickly than had been anticipated.
- 3.14 The 5-year UK benchmark gilt yield began the financial year at 0.18% before declining to -0.03% at the end of 2020 and then rising strongly to 0.39% by the end of the financial year. Over the same period the 10-year gilt yield fell from

0.31% to 0.19% before rising to 0.84%. The 20-year declined slightly from 0.70% to 0.68% before increasing to 1.36%.

- 3.15 1-month, 3-month and 12-month SONIA bid rates averaged 0.01%, 0.10% and 0.23% respectively over the financial year.

Local Context

- 3.16 On 31st March 2020, the Council had borrowing of £598.8m arising from its revenue and capital income and expenditure. The table below summarises the Council's borrowing activity during 2020/21. The Council's underlying need to borrow as measured by the Capital Financing Requirement (CFR) was £928.1m at 31/03/2021 and had net borrowing of £659.1m.

Table 1: CFR and Borrowing Summary

	Balance on 01/04/2020	Borrowing Repaid	New Borrowing	Balance on 31/03/2021	Average Rate	Average Life
	£m	£m	£m	£m	%	Years
CFR	821.8			928.1		
Short Term Borrowing	133.0	(158.0)	142.0	117.0	0.21%	0.54
Long Term Borrowing	465.8	(3.7)	80.0	542.1	3.96%	31.6
TOTAL BORROWING	598.8	(161.7)	222.0	659.1		

- 3.17 Internal borrowing is a treasury management practice whereby the Council utilises its cash balances on a temporary basis until the original plans for the cash falls due. This delays the need to borrow externally and as a result the net borrowing for 2020/21 was £269m lower than the Capital Finance Requirement.
- 3.18 In November 2020 the PWLB published its response to the consultation on 'Future Lending Terms'. From 26th November the margin on PWLB loans above gilt yields was reduced from 1.8% to 0.8% providing that the borrowing authority can confirm that it is not planning to purchase 'investment assets primarily for yield' in the current or next two financial years. Councils that are purchasing or intending to purchase investment assets primarily for yield will not be able to access the PWLB except to refinance existing loans or externalise internal borrowing. As part of the borrowing process Councils will now be required to submit more detailed capital expenditure plans with confirmation of the purpose of capital expenditure from the Section 151 Officer. The PWLB can now also restrict local authorities from borrowing in unusual or large amounts.
- 3.19 With short-term interest rates remaining much lower than long-term rates, the Council considered it more cost effective in the near term to utilise a mixture of

short-term loans and long-term loans throughout the year to fund the borrowing requirement.

- 3.20 The Council is not planning to purchase any investment assets primarily for yield within the next three years and so is able to take advantage of the reduction in the PWLB borrowing rate, as a result the Council secured an additional £80m of long term borrowing from PWLB at a rate of 1.64% to support its activities in March 2021.

- 3.21 The detailed borrowing portfolio for the Council is shown in table 2 below.

Table 2: Borrowing Position

	Balance on 01/04/2020 £m	Net Movement £m	Balance on 31/03/2021 £m	Average Rate %	Average Life (years)
Public Works Loan Board	300.3	76.3	376.6	4.23%	29.3
Banks (LOBO)	70.5	0.0	70.5	4.64%	43.9
Banks (fixed-term)	15.0	0.0	15.0	4.27%	36.3
Other (fixed-term)	80.0	0.0	80.0	2.01%	22.5
Local authorities (short-term)	133.0	(16.0)	117.0	0.21%	0.54
TOTAL BORROWING	598.8	60.3	659.1		

- 3.22 The Council has £70.5m exposure to LOBO loans - Lender's Option Borrower's Option of which £41m of these can be "called" during 2020/21. Under the LOBO arrangements lenders can exercise their rights at set times to amend the interest rate on the loan. At that point, the Borrower can accept the revised terms or reject them and repay the loan without penalty. LOBO loans present a potential refinancing risk to the Council since the decision to call a LOBO is entirely at the lender's discretion. This risk is mitigated by the fact that the Council's current cash holdings mean that any repayment could be accommodated by reducing deposits. Due to the current low interest rates, no banks exercised their option during the year.

- 3.23 The Council undertakes a regular review to identify any potential gain on refinancing. In the latest review, due to the current low interest rate environment, there is no financial gain for the Council to refinance the existing debt on the same terms as the premium costs are greater than the reduction in the new loan rate.

Investment Activity

- 3.24 The Council holds invested funds, representing income received in advance of expenditure plus balances and reserves held. During the year, the Council's investment balances ranged between £18m and £182m due to timing differences between income and expenditure.

- 3.25 Both the CIPFA Code and government guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. The table below summarises investment activity during 2020/21.

	Balance on 01/04/2020	Investments made	Investments repaid	Balance on 31/03/2021	Average Rate	Average Life
	£m	£m	£m	£m	%	Days
Fixed term deposits	0.2	20.0	(0.2)	20.0	0.01%	32
Deposits with the UK DMO	104.7	3,102.6	(3,207.3)	(0.0)	0.07%	2
Money Market Funds and notice deposits	5.0	702.3	(624.6)	82.7	0.06%	
TOTAL INVESTMENTS	109.9	3,824.9	(3,832.1)	102.7	0.06%	32

- 3.26 Security of capital remained the Council's main investment objective. This was maintained by following the Council's counterparty policy as set out in its Treasury Management Strategy Statement for 2020/21 which defined "high credit quality organisations" as those having a long-term credit rating of A- or higher that are domiciled in the UK or overseas where the sovereign rating is AA+ or higher.
- 3.27 Throughout the first three months of the pandemic, the Council moved the majority of its investments into highly secure deposits with the UK Debt Management Account Deposit Facility whilst the impact of financial markets was uncertain. The investments are made for a fixed duration to ensure liquidity. This has led to a high value of investments made and repaid during the first half of the year. The Council also maintained £5m in high quality money market funds to ensure liquidity for urgent payments including procuring Personal Protective Equipment (PPE). As markets stabilised, the Council moved its investment balance back into money market funds.
- 3.28 The return on Money Market Funds net of fees also fell over the six months and for many funds net returns range between 0% and 0.1%. In many instances, the fund management companies have temporarily lowered or waived fees to maintain a positive net return.
- 3.29 The inter-local authority market has remained above zero throughout the year but rates have remained extremely low. There is limited availability for investments with local authorities for less than one-month so the Council utilised money market funds to manage these short-term differences between income and expenditure.

- 3.30 There was a downward movement in short-term investments throughout the year the Council's existing short-term borrowing matured and the Council's internal resources were utilised. The new borrowing undertaken in March 2021 has brought this balance back to similar levels as the closing position last year.

Credit developments and credit risk management

- 3.31 During the year credit developments include Moody's downgrading the UK sovereign rating to Aa3 with a stable outlook which then impacted a number of other UK institutions, banks and local government.
- 3.32 The vaccine approval and subsequent rollout programme are both credit positive for the financial services sector in general, but there remains much uncertainty around the extent of the losses banks and building societies will suffer due to the economic slowdown which has resulted due to pandemic-related lockdowns and restrictions. The institutions and durations on the Council's counterparty list recommended by our treasury management advisors Arlingclose remain under constant review, but at the end of the period no changes had been made to the names on the list or the recommended maximum duration of 35 days.
- 3.33 The Council is holding funds across a range of money market funds and a short term deposit in a local authority at the end of the year to maintain a diverse portfolio and ensure availability of cash for unexpected payments.

Yield

- 3.34 The Council's average cash balance during 2020/21 was £82.2m and interest earned was £0.04m, an average return of 0.05% (2019/20 – average cash balance of £85.2m and interest earned was £0.7m or 0.83%). The low rates of return on the Council's short-dated money market investments reflect prevailing market conditions and the Council's objective during 2020/21 of optimising returns commensurate with the principles of security and liquidity. The Council had sufficient capacity within the Capital Financing Budget to cover the reduction in investment income whilst benefitting from the reduction in short-term borrowing costs.
- 3.35 The Council only had exposure to negative interest rates for one deposit held overnight with the UK DMO in December 2020. The deposit was made as part of our contingency arrangements due to a system issue on the day. The loss incurred on this deposit was £43.
- 3.36 In response to the coronavirus pandemic, the Bank of England's Monetary Policy Committee (MPC) cut official interest rates to a new all-time low of 0.1% in March 2020. The market had seen a significant downward trend from February 2020 onwards, which affected the investment return throughout 2020/21.

Update on Investments with Icelandic Banks

- 3.37 The Council recovered 98% of its £10 million deposit with Heritable Bank. The investment concluded in 20/21 with a final repayment of £95k received in July 2021.

Compliance

- 3.38 The Council confirms that it has complied with its Prudential Indicators for 2020/21, which were approved by the Council on 19 February 2020 as part of the Council's Treasury Management Strategy Statement.
- 3.39 In accordance with the requirements of the CIPFA Code of Practice this report provides members with a summary report of the treasury management activity during 2020/21. None of the Prudential Indicators have been breached and a prudent approach has been taken in relation to investment activity with priority being given to security and liquidity over yield.
- 3.40 Further information is set out in Appendix 1, 2 and 3.

Investment Training

- 3.41 The needs of the Council's treasury management staff for training in investment management are kept under review and considered as part of the staff appraisal process, and additionally when the responsibilities of individual members of staff change.
- 3.42 During 2020/21 staff attended training courses, seminars and conferences provided by both Arlingclose, CIPFA and a variety of other organisations.

4. Financial Implications

- 4.1 Already noted within the report as this is the Treasury Management Outturn Report.

5. Legal Implications

- 5.1 None identified.

6. Diversity Implications

- 6.1 None identified.

7. Staffing Implications

- 7.1 None identified.

Related Documents

Treasury Management Strategy Report to Council – 19 February 2020

Report sign off:

MINESH PATEL

Director of Finance

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Appendix 1

Debt and Investment Portfolio Position 31/03/2021

	Actual Portfolio as at 31/03/2021 £m	Average Rate as at 31/03/2021 %
External Borrowing:		
PWLB - Maturity	282.0	5.7
PWLB - Equal Instalments	94.7	2.3
Fixed Rate Market Loans	95.0	4.3
LOBO Loans	70.5	4.6
Short-term Loans	117.0	0.2
Total External Borrowing	659.1	3.3
Other Long Term Liabilities:		
PFI	24.0	9.5
Finance Lease	2.4	4.1
Total Long Term Liabilities	26.5	9.0
Total Gross External Debt	685.6	3.5
Investments:		
Deposits	20.2	0.1
Money Market Funds	82.7	0.5
Total Investments	102.9	0.4
Net Debt	582.7	

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Appendix 2

Prudential Indicators

(a) Capital Financing Requirement (CFR)

The Council's cumulative maximum external borrowing requirement for 2020/21 is shown in the table below:

Capital Financing Requirement	31/03/2021 Estimate £m	31/03/2021 Actual £m
General Fund	686.7	683.0
HRA	283.2	245.1
Total CFR	969.9	928.1

(b) Gross Debt and the Capital Financing Requirement

In order to ensure that over the medium term debt will only be for a capital purpose, the Council should ensure that debt does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years. This is a key indicator of prudence.

Debt	31/03/2021 Estimate £m	31/03/2021 Actual £m
Borrowing	673.4	659.1
PFI Liabilities	24.0	24.0
Total Debt	697.4	683.1
Capital Financing Requirement	969.9	928.1
Borrowing in excess of CFR?	No	No

(c) Authorised Limit and Operational Boundary for External Debt

The Operational Boundary for External Debt is based on the Council's estimate of most likely, i.e. prudent, but not worst case scenario for external debt. It links directly to the Council's estimates of capital expenditure, the capital financing requirement and cash flow requirements and is a key management tool for in-year monitoring.

Other long-term liabilities comprise finance lease, Private Finance Initiative and other liabilities that are not borrowing but form part of the Council's debt.

The Authorised Limit for External Debt is the affordable borrowing limit determined in compliance with the Local Government Act 2003. It is the maximum amount of debt that the Council can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements.

	Operational Boundary £m	Authorised Limit £m	Actual External Debt £m 31/03/2021
Borrowing	1,000.0	1,200.0	659.1
Other Long Term Liabilities			26.5
Total	1,000.0	1,200.0	685.6

The Director of Finance confirms that there were no breaches to the Authorised Limit and the Operational Boundary during 2020/21.

(d) Upper Limits on one-year revenue impact of a 1% movement in interest rates

This indicator is set to control the Council's exposure to interest rate risk. The impact of a change in interest rates is calculated on the assumption that maturing loans and investment will be replaced at current rates.

	2020/21 Approved Limits £m	31/03/2021 Actual £m
Upper limit on one-year revenue impact of a 1% rise in interest rates	5.0	0.2
Compliance with limits:		Yes
Upper limit on one-year revenue impact of a 1% fall in interest rates	5.0	0.2
Compliance with limits:		Yes

(e) Maturity Structure of Fixed Rate Borrowing

This indicator is to limit large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates. The Council uses the option date as the maturity date for its LOBO loans.

Maturity Structure of Fixed Rate Borrowing	Upper Limit	Lower Limit	Actual Fixed Rate Borrowing at 31/03/2021	% of Fixed Rate Borrowing at 31/03/2021	Compliance with set limits?
	%	%	£m	%	Yes / No
Under 12 months	40%	0%	127	19%	Yes
12 months and within 24 months	40%	0%	11	2%	Yes
24 months and within 5 years	40%	0%	17	3%	Yes
5 years and within 10 years	60%	0%	24	4%	Yes
10 years and within 20 years	75%	0%	94	14%	Yes
20 years and within 30 years	75%	0%	102	15%	Yes
30 years and within 40 years	75%	0%	224	34%	Yes
40 years and within 50 years	75%	0%	56	8%	Yes
50 years and above	75%	0%	5	1%	Yes
			659.1	100%	

(f) Capital Expenditure

This indicator is set to ensure that the level of proposed capital expenditure remains within sustainable limits and, in particular, to consider the impact on Council tax and in the case of the HRA, housing rent levels.

Capital Expenditure	31/03/2021 Estimate £m	31/03/2021 Actual £m
General Fund	173.0	111.8
HRA	92.1	59.8
Total	265.1	171.6

(g) Ratio of Financing Costs to Net Revenue Stream

This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs, net of investment income.

Ratio of Financing Costs to Net Revenue Stream	31/03/2021 Estimate	31/03/2021 Actual
Financing costs Proportion of net revenue stream (%)	14.9 5.6%	17.7 4.5%

(h) Adoption of the CIPFA Treasury Management Code

This indicator demonstrates that the Council adopted the principles of best practice.

Statement: The Council adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2011 (2017 Edition).

(i) Upper Limit for Total Principal Sums Invested Over 364 Days

The purpose of this limit is to contain exposure to the possibility of loss that may arise as a result of the Council having to seek early repayment of the sums invested.

Upper Limit for Total Principal Sums Invested Over 364 Days	31/03/2021 Approved	31/03/2021 Actual
	£m	£m
Limit on principal invested beyond a year	500	0

(j) Security

The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Credit Risk Indicator	31/03/2021 Target	31/03/2021 Actual
Portfolio average credit rating	A	A+

(k) Liquidity

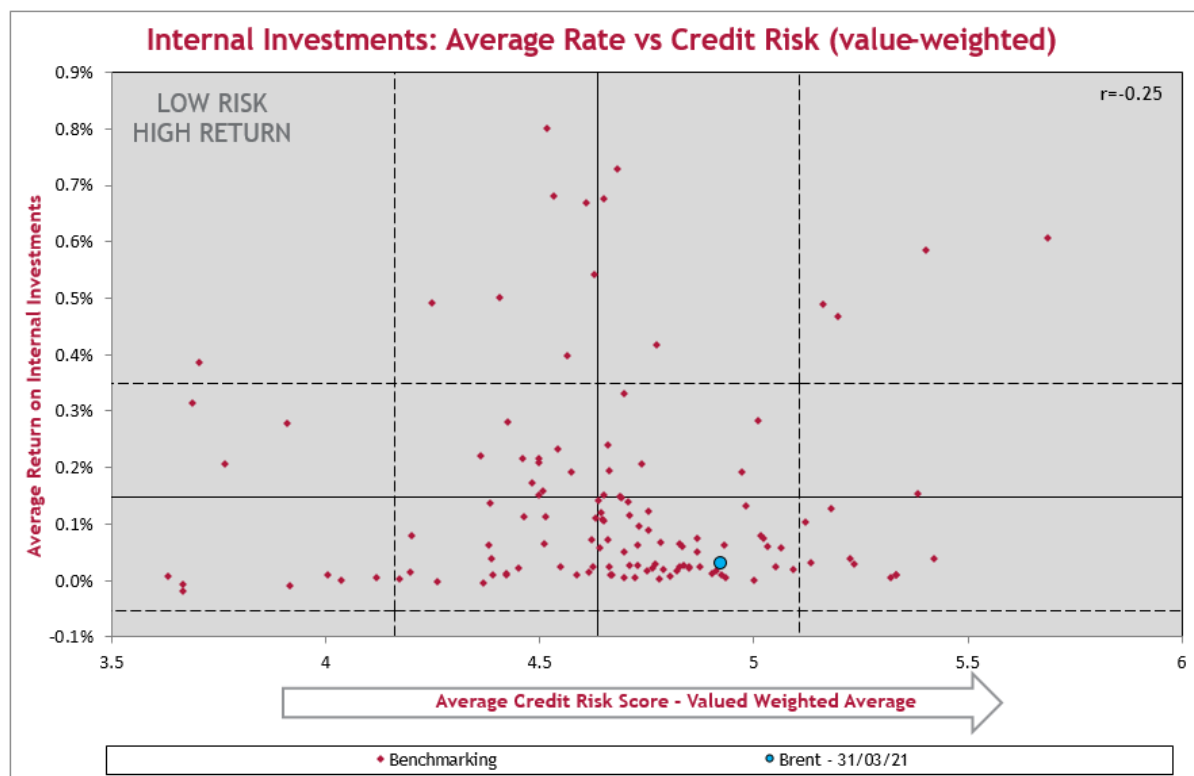
The Authority has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three-month period, without additional borrowing.

Liquidity Risk Indicator	31/03/2021 Target £m	31/03/2021 Actual £m
Total cash available within 3 months	20.0	102.7


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Appendix 3

Internal Investments: Average Rate vs Credit Risk as at 31/03/2021



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 Brent	<p align="center">Full Council 12th July 2021</p>
	<p align="center">Report from the Director of Legal, HR, Audit & Investigations</p>
<p>Changes to the Constitution</p>	
<p>Wards Affected:</p>	<p>N/A</p>
<p>Key or Non-Key Decision:</p>	<p>Council</p>
<p>Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</p>	<p>Open</p>
<p>No. of Appendices:</p>	<p>One Appendix 1: Delegations in respect of Executive & Non Executive functions</p>
<p>Background Papers:</p>	<p>None</p>
<p>Contact Officer(s): (Name, Title, Contact Details)</p>	<p>Debra Norman, Director of Legal, HR, Audit and Investigations E: Debra.norman@brent.gov.uk T: 0208 937 1578</p>

1.0 Summary

- 1.1** The report proposes the re-designation in the Constitution of two statutory posts and also asks the council to consider whether extended officer delegations agreed on a temporary basis at the last council meeting should be continued.

2.0 Recommendations

- 2.1** To agree the designation of the Operational Director, Adult Social Care as the council's statutory Director of Adult Social Services (DASS).
- 2.2** To agree the designation of the Senior Lawyer, Constitution and Governance as the council's Data Protection Officer (DPO).
- 2.3** To agree that the delegation of council functions in Appendix 1 remain in place until the next meeting of Full Council in September 2021.
- 2.4** To note that the delegation of executive functions in Appendix 1 remains in place until the next meeting of Full Council in September 2021 unless otherwise determined by the Leader.

2.5 To note that, to the extent that the changes set out in this report relate to executive functions of the Council, they have been approved by the Leader.

2.6 To authorise the Director of Legal, HR, Audit & Investigations to amend the Constitution accordingly, including making any necessary incidental or consequential changes.

3.0 Background

3.1 Section 6 of the Local Authority Social Services Act 1970 places a duty on a local authority to designate a Director of Adult Social Services ("DASS"). This role is then one of the statutory chief officer roles of the local authority by virtue of section 2 of the Local Government and Housing Act 1989.

3.2 Currently, the Strategic Director, Community Wellbeing holds the DASS responsibility. The post of Operational Director, Adult Social Care has recently been recruited to and it is proposed that this post now be designated as the council's DASS. This aligns the role more closely with day to day responsibilities and made the post more attractive.

3.3 Archived statutory guidance entitled: Guidance on the Statutory Chief Officer Post of the Director of Adult Social Services (May 2006), issued by the Secretary of State for Health via the Department of Health, but so far not replaced, states at paragraph 9:- Local authorities shall ensure that the DASS is directly accountable to the Chief Executive of the local authority and comparable, in terms of seniority, with the Director of Children's Services (in Brent the Strategic Director, Children and Young People).

3.4 It is therefore proposed that if re-designation is approved, the post of Operational Director, Adult Social Care will The Operational Director, Adult Social Care will have a direct reporting line to the Chief Executive in respect of the DASS responsibilities as well as reporting to the Strategic Director, Community Wellbeing.

3.5 The council is required by section 69 of the Data Protection Act 2018 to designate a Data Protection Officer (DPO). The DPO's tasks are set out in section 71 of that Act and are broadly as follows:

- to inform and advise the council of its obligations under the Act;
- to provide advice on the carrying out of data protection impact assessments
- to cooperate with the Information Commissioner and be the main contact point for the Information Commissioner.
- To monitor compliance with the council's data protection policies and the relevant legislation.

3.6 The post of Information Governance Manager is currently designated as the council's DPO. Following a recent restructure in which this post was deleted, it is proposed that the post of Senior Lawyer, Constitution and Governance in Legal Services be designated as the council's DPO.

3.7 If these two designations are agreed, the constitution will need to be amended accordingly.

3.9 At its meeting in April Council approved the additional delegations to officers in respect of non-executive functions set out in Appendix 1 and noted the changes in respect of executive functions also set out in that Appendix. The changes were agreed for a temporary period in order to reduce the number of council meetings needing to take place in the event that a legal challenge to the requirement for physical attendance at council meetings failed, as turned out to be the case. These delegations are due to be reviewed at this meeting.

3.10 In view of the outcome of the legal challenge and as it remains sensible to reduce the number of physical meetings members are required to attend at the moment to a minimum, it is proposed that these delegations continue in place until the meeting of the Full Council in September 2021 when the position will be reviewed again.

4.0 Legal implications

4.1 These are contained in the body of the report

5.0 Financial Implications

5.1 No specific financial implications arise from this report.

6.0 Diversity Implications

6.1 Under Section 149 of the Equality Act 2010, the Council has a duty when exercising their functions to have 'due regard' to the need:

- a) to 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.

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.

6.2 As part of the return to physical meetings, the Council has ensured it is complying with the relevant requirements identified within the Covid-19 Guidance for the safe use of Council buildings and risk assessment undertaken for its meeting venues. The initial Equality Impact Assessment completed in relation to virtual meetings is also being updated to reflect the impact arising from the return of face to face meetings.

7.0 Consultation with Ward Members and Stakeholders

7.1 The proposals in this report have been considered by the Council's Constitutional Working Group.

Report sign off:

DEBRA NORMAN

Director of Legal, HR, Audit &
Investigations

Appendix 1 – Designations in relation to Executive & Non Executive Functions

Delegations to continue in respect of non-executive functions

The Chief Executive to have delegated authority until the next Full Council meeting, in consultation with the Leader or relevant Cabinet Member, in respect of decisions meeting the following criteria which are normally reserved to members:

- The exercise of that function or the making of that decision would or would be likely to conflict with or result in a change or departure from any decision or policy agreed by the Council or the Cabinet or relevant Cabinet Member
- The exercise of that function or the making of that decision would or would be likely in the opinion of the relevant Strategic Director or the Chief Executive to result in a very significant change in the model of service delivery.
- The exercise of that function or the making of that decision would or would be likely to expose the Council to a significant or unusual level of risk, financial or otherwise, as determined by the Chief Executive, the Director of Finance or the Director of Legal, HR, Audit & Investigations.
- The exercise of that function or the making of that decision would result or would be likely to result in the permanent closure of a facility used by the public or a permanent and significant reduction in the level of services or facilities provided to the public.


The Chief Executive to have delegated authority until the next Full Council meeting to make decisions usually reserved to the General Purposes Committee in respect of staff related matters in consultation with the Chair of the committee.

Delegations agreed by the Leader of the Council in respect of executive functions

The Chief Executive to have delegated authority until the next Full Council meeting (or such other date as may be determined by the Leader), in consultation with the Leader or relevant Cabinet Member, in respect of decisions meeting the following criteria which are normally reserved to Cabinet:

- The exercise of that function or the making of that decision would or would be likely to conflict with or result in a change or departure from any decision or policy agreed by the Council or the Cabinet or relevant Cabinet Member
- The exercise of that function or the making of that decision would or would be likely in the opinion of the relevant Strategic Director or the Chief Executive to result in a very significant change in the model of service delivery.
- The exercise of that function or the making of that decision would or would be likely to expose the Council to a significant or unusual level of risk, financial or otherwise, as determined by the Chief Executive, the Director of Finance or the Director of Legal, HR, Audit & Investigations.
- The exercise of that function or the making of that decision would result or would be likely to result in the permanent closure of a facility used by the public or a permanent and significant reduction in the level of services or facilities provided to the public.

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	Full Council 12th July 2021
	Report from the Director of Finance
Financial Regulations and Scheme of Virements and Transfers	

Wards Affected:	All
Key or Non-Key Decision:	Council
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: Proposed Financial Regulations Appendix 2: Proposed Scheme of Virements & Transfers
Background Papers:	
Contact Officer(s): (Name, Title, Contact Details)	Minesh Patel, Director of Finance E: minesh.patel@brent.gov.uk T: 0208 937 4043 Ben Ainsworth, Head of Finance E: Benjamin.ainsworth@brent.gov.uk T: 0208 937 1731

1. Summary

- 1.1. The council has had a strong record for financial management in recent years, with a clear strategic vision, and effective delivery of this vision to ensure that the council's expenditure remains within its budget, despite a very challenging set of circumstances for local authorities' finances. However, the future for local authority finances remains challenging, with forecasts of continued demographic pressures on expenditure, ongoing inflation and limited growth in income. This means that the council has to work to continuously improve its financial management.
- 1.2. The Chartered Institute for Public Finance and Accountancy (CIPFA) has recently released its Financial Management Code to set standards for financial management in local authorities. This code sets the standard for how local authority finances should be managed, and local authority responses to this code. In several areas,

such as making governance a key part of financial management, and how financial appraisals of future plans are carried out. It reflects wider trends within the finance and accountancy profession in this: for instance responsibility for Governance is increasingly seen as part of the responsibility of the Director of Finance's role.

- 1.3. In addition, the National Audit Office has updated the Code of Audit Practice, which sets what the external auditors are required to review for local authorities. This review has increased the level of evidence that local authorities are expected to maintain for audit and given external audit additional responsibility to review arrangements by local authorities to secure efficiency, effectiveness and economy, and specifically comment on three items:
 - Financial sustainability: How the body plans and manages its resources to ensure it can continue to deliver its services.
 - Governance: How the body ensures that it makes informed decisions and properly manages its risks and finances.
 - Improving economy, efficiency and effectiveness: How the body uses information about its costs and performance to improve the way it manages and delivers its services.
- 1.4. These comments can be service specific, if the auditors identify a problem with securing efficiency, effectiveness and economy in a specific service area. The final code will apply from the audit of the 2020/21 Statement of Accounts.
- 1.5. The Financial Management Code and Code of Audit Practice are in many ways related in the expectations they set on local authorities. The council has not substantially revised its Financial Regulations or its Scheme of Virements and Transfers for a number of years, and the current financial regulations do not reflect the latest expectations of financial management by local authorities. Therefore this paper proposes a revised set of financial regulations to address these expectations, and set appropriate standards for members and officers.

2. Recommendations

- 2.1. To agree the proposed Financial Regulations at Appendix A to replace the current Financial Regulations in the constitution (the changes are coloured blue and the areas removed coloured red with a strike through).
- 2.2. To agree the proposed Scheme of Virements and Transfers at Appendix B to replace the current Scheme of Virements and Transfers in the constitution (the changes are coloured blue and the areas removed coloured red with a strike through).

3. Detail of Revisions

- 3.1. The following major revisions have been made to meet the requirements of the Financial Management Code and be able to satisfy the auditor's expectations for the Code of Audit Practice:

- a) It formally adopts the CIPFA Statement on the Role of the Chief Financial Officer in Local Government as defining the role of the Director of Finance
- b) It sets out a new set of Principles of Financial Management for staff and members adopted from those in the Financial Management Code
- c) It requires the Director of Finance to prepare a long term financial strategy for, and a medium term financial strategy.
- d) It strengthens reporting requirements for capital so that material failures in these areas are reported to Cabinet
- e) It introduces requirements for how the council's ancillary financial systems (e.g. those used for collection of council tax and business rates) are to be used to reduce risks in these areas.
- f) It introduces a requirement for the Director of Finance to set a policy on balance sheet monitoring, in order that the council maintains robust financial management of its assets and liabilities.
- g) It increases the limit at which debts written off need to be reported to Cabinet to £20k per item from £3k per item.
- h) It clarifies that management has principal responsibility for assurance and internal controls, and internal audit's role is to review if the council's internal controls are adequate.
- i) It adds a new section on how business cases should be assessed and financial implications evaluated.

3.2. The following minor revisions have been made to meet the requirements of the Financial Management Code and be able to satisfy the auditor's expectations for the Code of Audit Practice:

- a) It clarifies the responsibilities of Directors for self-service and financial transactions in their areas
- b) It clarifies the responsibilities of internal audit with respect to reporting on internal controls
- c) It formalises reporting of progress on savings plans to cabinet, and requires directors to work to mitigate issues with savings
- d) It sets requirements for linking council's contract monitoring policy to the council's finances, so that suppliers are not overpaid.
- e) It strengthens the requirement for budget holders to record their financial transactions clearly and promptly, and to communicate the appropriate methods of payment to customers. It also creates a requirement for the Director of Finance to set a policy on cleansing financial data.
- f) It refines council policy on taxation to ensure that it's unambiguous that we will apply HMRC's requirements fully and bring the approach in financial regulations in line with self service, and adds a responsibility to track which properties the council has opted to tax for VAT purposes.
- g) It sets out a set of priorities for officers and members responsible for Accountable Body and Partnership Arrangements
- h) It adds a requirement for tax implications of providing goods, services and works to other bodies to be considered as this is a complex area that can change the decisions the council might make.
- i) It requires that Directors ensure their staff follow the council's Gifts and Hospitality policy.

- j) It puts responsibility for opening and amending bank accounts with the Director of Finance.
- 3.3. The revision also brings into financial regulations the responsibilities for self-service in respect of some financial matters by service areas that have underpinned the delivery of savings by Finance in recent years, in order that these are in Financial Regulations and are easily accessible to anyone reading Financial Regulations.
- 3.4 In addition, there are a few minor updates where the current financial regulations are out of date, or use slightly incorrect wording or terminology, for example, referring to the construction industry scheme correctly. Further minor updates have been made to reflect the current responsibilities of Members of the Council Management Team.
- 3.5 The current Scheme of Virements and Transfers is focused on controlling New Spending, but at the same time provides substantial overrides to these controls, such as an override where necessary to keep form and function together. This combination of rules on new spending together with substantial overrides makes it hard for readers to understand what power is delegated to where. By changing the focus of the proposed Scheme of Virements and Transfers to address how new income is used, the delegation of powers can be made much clearer.
- 3.6 The proposed Scheme of Virements and Transfers also clarifies the document by removing the definitions from the front of the document, and placing them into the text, as some of these definitions significantly changed the sense of subsequent paragraphs, meaning that a reader who just jumped to read the sections they were interested in could easily misunderstand the intention of that section.
- 3.7 Finally, the terminology of the proposed Scheme of Virements and Transfers has been updated to reflect current council terminology.
- 3.8 Overall, the requirements of the Financial Management Code and Code of Audit Practice require the council to increase the formal responsibilities that officers and members take for the financial management of the council, this is reflected in the proposals for updating Financial Regulations. Much of this additional responsibility has been placed on the Director of Finance and other Directors to reflect the importance of good financial management for the council.
- 3.9 It is intended that in future the Financial Regulations, including the Scheme of Transfers and Virements, are kept under regular review to ensure they continue to meet required standards and the needs of the Council.

4. Financial Implications

- 4.1. This report is about the Council's Financial Regulations, but there are no direct financial implications in agreeing the report.

5. Legal Implications

- 5.1. The Director of Finance as the Council's Chief Finance Officer in accordance with section 151 Local Government Act 1972 is responsible for ensuring that there is

effective management of the Council's financial affairs. The Council's Financial Regulations are an important element of this.

- 5.2** The Transfers and Virements Scheme is adopted by the Council pursuant to Standing Order 20(l) to establish the extent to which the Cabinet and officers may make transfers or virements within the budget set by full Council.

6. Equality Implications

- 6.1. There are no direct equality implications in agreeing the report.

Report sign off:

MINESH PATEL
Director of Finance

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FINANCIAL REGULATIONS

Contents

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FINANCIAL REGULATIONS

INTRODUCTION

1.1 What This Section Covers

1.1.1 These Regulations form part of the Council's Constitution, which makes up the Council's regulatory framework alongside Standing Orders. They are mandatory and as such must be followed by all officers of the Council whether directly employed, contracted or employed through an agency in their conduct of financial and related matters. They cover the following areas of financial management and control:

- [principles of financial management](#)
- revenue budgets
- the capital programme
- financial systems and accounting
- procurement, contracts & leasing
- orders & payments
- expenditure items
- income and debt
- external arrangements
- risk management and control of resources
- retention of documents

1.2 To Whom the Regulations Apply

1.2.1 For the purposes of this document, the Director of Finance is the Director appointed by the Council in accordance with Section 151 of the Local Government Act 1972. [The Council formally adopts the CIPFA Statement on the Role of the Chief Financial Officer in Local Government as setting out the requirements for the Director of Finance.](#) (Further details of roles and responsibilities are set out in Part 3 of the Constitution).

1.2.2 These Regulations apply to all officers [and members](#) across the council responsible for or engaged in undertaking financial activity. Failure to comply may constitute misconduct and lead to formal disciplinary action.

1.2.3 The following describes the overall framework and the main roles and responsibilities in respect of these Regulations. This is not exhaustive and there will be overlaps. The Director of Finance is responsible for reviewing these Regulations and the reporting of any significant breaches to the Cabinet or Full Council:

- [The Chief Executive is responsible for ensuring the long term financial sustainability of the council's finances by ensuring that officers propose realistic and achievable budgets and financial plans, and ensuring that officers take prompt action to address significant financial risks, such as ensuring that action is taken to mitigate losses due to undelivered savings.](#)
- [The Leader and Cabinet members have a key role to play by ensuring that council policy and decisions ensure the financial sustainability of the council over the long term.](#)
- The Director of Finance puts in place financial standards and practices across the Council to deliver a framework for financial control, provide accurate, timely and consistent monitoring information, and sound advice on financial decisions to be made by officers and members.

- **Member of the Councils Management Team Strategic and Operational Directors** and officers are fully accountable for budgets under their control. They must ensure that the service promotes, enacts and monitors adherence to the financial control framework, that effective budgetary control systems are in place and that spending is within their aggregate cash limit, indicating where necessary, conflicts between current service policy and plans and resource allocation. **Each Member of the Council Management Team Strategic or Operational Director must ensure that the formal records of officers authorised to act upon their behalf in respect of managing budgets, income collection, requisitioning, placing and approving orders, approving variations and write offs, are kept up to date with both old authorisations removed, and new ones added.** Where appropriate the record should show limits of their authority. **Further detail of the role of service areas in self-service is detailed in section 1.4.**
- Finance maintains the council's financial and procurement system, collates and reports financial information, monitors the implementation of the financial control framework, advises & supports service area officers in fulfilling their financial responsibilities, and gives assurance to management and members that adequate controls exist to produce sound financial administration. **Further detail of the role of Finance in self-service is detailed in section 1.4.**
- Audit and Investigations provide the Council's internal audit function and anti-fraud services. They are authorised representatives of the Director of Legal, HR, Audit and Investigations to report on the Council's internal controls to the leadership team and the audit and standards committees. ~~Finance to assist him to discharge his statutory duties and~~ They also provide Managers with advice and guidance on the system of internal control. They are responsible for investigations into financial irregularities across all Council services.

1.2.4 These Regulations are supplemented by, and should be read in conjunction with:

- Scheme of Transfers & Virements. This must be complied with as part of the Council's Constitution. Any variation from this scheme requires the approval of Full Council
- Required Financial Practice Notes. This represents mandatory financial practice within the Council and must be followed by all officers. They set out in detail the key financial controls and supporting processes.
- Specific guidance, procedure and process notes on good financial practice that are issued periodically by the Director of Finance.

1.3 Principles of Financial Management

1.3.1 Council staff and members are required to apply the following principles of financial management to their work

- **Organisational leadership** – the council's leadership should demonstrate a clear strategic direction based on a vision in which sound financial management is embedded into organisational culture.
- **Accountability** – the council will drive its Annual Budget process based on its medium-term financial planning. Across the council, managers and their teams are responsible for ensuring effective risk management, internal control, maintenance of quality supporting data and use of whole life, whole council costing to support the budget and planning process.
- To enable **transparency** in its Financial management, council staff must ensure that accurate, meaningful and intelligible data is recorded, and reported frequently.

- Council staff and members must **proactively** report and take action to address significant financial issues and risks, such as overspends or poor contract management.
- Adherence to professional **standards**, as set out in these Financial Regulations and the Required Financial Practice Notes, must be promoted by the Leadership Team and evidenced. All officers and elected members must follow the council's agreed procedures, and seek to develop their understanding of good financial practice.
- Officers must utilise effective sources of **assurance** as a tool to deliver good financial management. This includes management oversight and controls, political scrutiny and the results of external audit, internal audit and inspection.
- Officers and members should prioritise the long-term **sustainability** and **value for money** of local services as the heart of all financial management processes and be able to evidence this by prudent use of public resources.

1.3.2 Further details on specific measures required based on these principles are detailed in the sections below.

1.4 Responsibilities for Finance Self-Service

1.4.1 The council operates a self-service model of recording financial transactions. Self-service is an important part of financial control as the financial standards the council is required to follow require that income and expenditure are recorded when goods and services are delivered, not when they are paid for. The following sets out the role of finance and service area managers in self-service.

1.4.2 Finance are required to:

- a) provide relevant training for managers;
- b) publish 'how to' and similar guides for standard financial and related administrative processes, such as managers' roles in paying invoices;
- c) ensure that training, including 'drop-in' sessions if these are popular, is available for managers and staff on processing financial transactions;
- d) provide reasonable tools to enable managers to fulfil their financial responsibilities (such as generally available salary forecasting models);
- e) provide a clear framework within which budget monitoring will take place, including timetables and dates;
- f) assist managers and colleagues (especially in strategic commissioning) to carry out key analytical tasks (for example unit or activity based costing exercises to support business process re-engineering);
- g) provide support on monitoring complex budgets, (the budgets that require additional support are to be agreed by Director of Finance, these should principally be budgets that are high risk, or require additional analytical support as per 1.4.2.g above)
- h) advise Directors if their managers have not provided monitoring returns by agreed dates;
- i) run automated background checks against budgets and spend to identify apparent exceptions, which services will be expected to address;
- j) consolidate returns to produce council-wide financial information;
- k) advise on major decisions and complex financial issues;
- l) help to draft the narrative content of consolidated financial returns, but ordinarily managers with transactions, results or forecasts to report will be expected to provide at least initial drafts; and
- m) help resolve specific transactions that are 'stuck' in the system and require sophisticated troubleshooting to resolve, (but responsibility for ensuring that transactions are properly processed ordinarily rests with managers up to the point of payment);

- n) seek to minimize the amount of time taken in correcting trivial errors, such as miscoding, in order that resources can be focused on addressing the most material financial issues that affect the council.

1.4.3 Responsibilities of Service area managers:

- a) monitoring against budgets in line with the timetable published by the Director of Finance, with support from finance only for training and complex budgets (as agreed with Director of Finance per 1.4.2.g);
- b) to address any exceptions identified in their transactions by Finance;
- c) monitoring of salary budgets, and ensuring that their service can afford the recorded HR establishment and any agency staff hired;
- d) actively managing their budgets to deliver an outturn within their agreed budget, and following the rules set out in sections 2.3 & 3.2 for any potential overspends on revenue and capital
- e) to ensure that their teams prepare and manage purchase orders, with prompt recording of purchases and receipts, and clear descriptions of what has been purchased and received, in order that these records form the primary audit trail for the council's expenditure;
- f) to ensure that all income due to the council is recorded promptly with appropriate descriptions, using a financial system approved by the Director of Finance for this purpose;
- g) to ensure that their teams, and anyone processing transactions on their behalf have the right information to be able to record transactions correctly first time;
- h) to manage relationships and communications with suppliers and customers; and
- i) to ensure that all the information they are responsible for is recorded correctly and promptly so that suppliers are paid within 30 days of the receipt of a valid invoice where the invoice is not disputed.

2. REVENUE BUDGETS

2.1 General Provisions

2.1.1 The Budget is proposed by the Cabinet and agreed by Full Council. The Budget and Policy procedure rules are set out in Standing Orders. It is the Council's financial representation of its policies.

2.1.2 The Director of Finance is responsible for:

- Developing and maintaining a resource allocation process that ensures due consideration of Full Council's policy framework.
- Preparing a consolidated budget for all Revenue Account activities and for reporting on the robustness of budget estimates and the adequacy of financial reserves.
- Preparing a policy for approval by full council on the reserve levels required to ensure the financial sustainability of the council.
- Developing a long term financial strategy for the council, that should be developed alongside the council's Borough Plan and submitted to Full Council for approval alongside the Borough Plan.
- Preparing a medium term financial strategy based on the long term financial strategy and borough plan to ensure the sustainability of the council's finances. This medium term financial strategy must include both revenue and capital strategies.
- Preparing a budget monitoring statement to the Cabinet on a quarterly basis. Budgetary control action should be specified and where the action is endorsed

by the Cabinet which would make changes to the Policy Framework and the Budget then it will require agreement by Full Council ([detailed further under "THE POLICY FRAMEWORK AND THE BUDGET"](#) in Part 2 5 of the constitution). Officers cannot implement these changes until such endorsement is obtained.

- Preparing and maintaining a Scheme of Transfers and Virements to be approved by Full Council and approving Transfers and Virements where required under the Scheme.
- Preparing and maintaining the Required Financial Practice Notes ([RFPNs](#)), [which require review and approval by CMT prior to issue](#).
- Ensuring that systems are in place to measure activity and collect accurate information for use in performance indicators and performance plans.
- Determining what constitutes revenue expenditure and income and which relevant account in which a transaction should be properly recorded.

2.2 Setting the Revenue Budget

- 2.2.1 The Director of Finance is responsible for preparing annual budget preparation guidelines [for authorisation by the Chief Executive via the Council Management Team \(CMT\)](#) and publishing a detailed budget book covering council spending.
- 2.2.2 [Members of the Council Management Team](#) ~~Strategic~~ and Operational Directors are responsible for preparing and submitting draft budget estimates and accompanying schedules as required. Service plans must be supported by adequate budgets.
- 2.2.3 The inclusion of an item within the Revenue Budget as approved by the Full Council provides the necessary authorisation to responsible officers to spend up to that sum for the specified purposes for that budget.
- 2.2.4 Finance will ensure the robustness of Department budgets by working with ~~Strategic and Operational Directors and~~ budget holders to prepare budgets and to report any weakness or concern covering budget construction or its adequacy to cover service provision.
- 2.2.5 [Development of the annual revenue budget should be underpinned by medium and long term financial strategies that consider the sustainability of the council's financial position and help to prevent short term decisions significantly damaging the long term sustainability of the council.](#)

2.3 Revenue Budget Monitoring, Forecasting and Overspends

- 2.3.1 [Members of the Council Management Team](#) ~~Strategic~~ and Operational Directors and their officers are not authorised to exceed the cash limited budget under their control and must identify and set performance measures linked to service plans. They must make suitable arrangements to ensure that identified overspends are controlled and implement corrective action within the overall constitution.
- 2.3.2 [Members of the Council Management Team](#) ~~Strategic~~ and Operational Directors are responsible for preparing accurate financial forecasts and must report forecast overspends or forecast reductions in income to the DOF along with a detailed plan of action aimed at controlling the situation.
- 2.3.3 [Members of the Council Management Team](#) ~~Strategic~~ and Operational Directors shall identify budget holders who will prepare budgets, keep spending within cash limits, maintain forecasts, monitor and report performance data.

- 2.3.4 Finance will identify Finance Business Partners to work with and support Departments in ensuring the robustness of the monitoring and forecasting arrangements. They must report [to the Council Management Team \(CMT\)](#) any [significant](#) failures to adhere to those arrangements or any overspends identified and will ensure the completeness and accuracy of the budget [and transactional](#) data input and held in the general ledger. [Material failures are to be reported to Cabinet \(materiality will follow the same levels and criteria as used by external audit for the Statement of Accounts\).](#)
- 2.3.5 Finance will co-ordinate a process to monitor delivery of savings across the council and report any delays or issues in delivering savings to Cabinet. Directors will be required to submit information for their service areas on savings delivery. Where there is a shortfall in savings, the Director of Finance will work with Directors to propose alternative saving(s) for agreement by Cabinet.
- 2.3.5 The [Director of Finance](#) ~~Strategic Finance Group~~ will review the monitoring information and provide summary information and exception reports to the Council Management Team (CMT). CMT will examine proposed recovery plans and take any other necessary action to deliver spending within those overall resources.

3. THE CAPITAL PROGRAMME

3.1 Authorisation and Financing

- 3.1.1 The Full Council will approve the Capital Programme and make budget allocations to Departments as part of the Policy Framework and the Budget.
- 3.1.2 The Director of Finance will prepare for approval by Full Council a capital programme report [detailing the capital budget](#) and will ensure that all reporting requirements under the Prudential Code are met and that prudential indicators are maintained. The Director of Finance will also determine the method of financing of capital schemes.
- 3.1.3 [Members of the Council Management Team](#) ~~Strategic Directors~~ will prepare capital [schemes for inclusion within the capital programme report.](#) ~~programmes and seek appropriate approval for programmes and schemes within.~~
- 3.1.4 The Director of Finance must set aside an amount of minimum revenue provision (MRP) which is prudent and also prepare an annual statement of their policy on making MRP to Full Council.

3.2 Capital Programme Monitoring

- 3.2.1 [Members of the Council Management Team](#) ~~Strategic Directors~~ will make adequate arrangements for the management and monitoring of their capital programme. They must report scheme progress, slippage and forecast [underspends and](#) overspends, detailing the action they propose to control the overspend and to set out the arrangement by which it will be funded from within the Department's programme. In cases where this proposed action will stop or significantly change any previously agreed projects or programmes then this may require the approval of the Cabinet and Full Council [as set out in the Council's Scheme of Virements and Transfers.](#)
- 3.2.2 [Members of the Council Management Team](#) ~~Strategic Directors~~ shall identify Budget Holders responsible for ensuring expenditure is contained within the capital resources allocated in each financial year and that the overall cost of the scheme

does not exceed the budget allocated. They must ensure that all external funding streams are validated and collected.

- 3.2.3 **Members of the Council Management Team**~~The Strategic Director~~ must identify those officers responsible for issuing and approving variations to orders for works and building contracts. This process must adhere to best practice and guidance.
- 3.2.4 Finance through the Finance Business Partner will ensure the robustness of the monitoring and forecasting arrangements. They must report to CMT any significant failures to adhere to those arrangements or any overspends identified. They must ensure the completeness and accuracy of the budget and transactional data input and held in the general ledger. Material failures are to be reported to Cabinet (materiality will follow the same levels and criteria as used by external audit for the Statement of Accounts).

3.3 Capital Expenditure

- 3.3.1 Finance will ensure all capital expenditure meets the required definition for charging capital expenditure, any expenditure incorrectly badged as capital expenditure will be moved to the revenue cost centre(s) of the relevant service area manager.
- 3.3.2 Budget holders are responsible for ensuring that payments made are in accordance with the terms and conditions of the contract provisions in relation to stage, interim and retention payments. They must keep a contract payment register to provide a record of all interim payments and any outstanding retention amounts and also make proper arrangements for the identification of expenditure liable for construction industry scheme tax.

4. FINANCIAL SYSTEMS AND ACCOUNTING

4.1 Accounting Systems and Procedures

- 4.1.1 The Director of Finance will propose ~~determine~~ the main accounting system that shall be used by the Council, which will need approval as per Contract Standing Orders in Part 2 of the Constitution and propose the financial processes that shall be operated for review by XXX prior to issue. The Director of Finance is to ~~will~~ ensure adequate controls and segregation of duties exist within the system, that adequate security arrangements have been made and that adequate procedures are in place to enable financial records to be reconstructed in the event of system and procedure failures.
- 4.1.2 Finance will determine and maintain the allocation of user responsibilities within the system.
- 4.1.3 Where Members of the Council Management Team and Operational Directors require ancillary financial systems to be provide specialised functions not available in the main financial system, they must seek written permission from the Director of Finance for use of such systems prior to tender and entering into any contracts for ancillary financial systems. Each ancillary financial system requires a director to be responsible for its operation. The Director of Finance is to maintain a record of approved ancillary financial systems and the responsible directors. Procurement of such financial systems requires Contract Standing Orders in Part 2 of the Constitution to be followed, in addition to approval by the Director of Finance.
- 4.1.4 The director responsible for each ancillary financial system is for ensuring:
- adequate controls and segregation of duties exist within the system,

- that adequate security arrangements have been made,
- that adequate procedures are in place to enable financial records to be reconstructed in the event of system and procedure failures, and
- determining and maintaining the allocation of user responsibilities within the system.

4.1.5 Finance will advise directors on how to discharge these responsibilities, and Internal Audit will review the adequacy of such arrangements.

4.2 Accounts and Accounting Policies

4.2.1 The Director of Finance will determine the:

- Council's accounting policies and ensuring that the annual statement of accounts is prepared in accordance with the Code of Practice on Local Authority Accounting in the UK and for ensuring proper arrangements are made for the audit of the accounts in accordance with the Accounts and Audit Regulations.
- Treatment of balances where a provision and/or liability recorded in the balance sheet is deemed no longer appropriate.
- Arrangements and procedures for preparing the annual accounts; requirements for Service Area Managers and Budget Holders will be proposed to the Chief Executive via CMT for sign off.

4.3 Balance Sheet Monitoring

4.3.1 The Director of Finance shall publish procedures and a timetable for sign off by the Chief Executive via CMT to ensure that the items record on the council's balance sheet are reviewed at least quarterly.

4.3.2 Officers with responsibility for balance sheet transactions, such as the operation of debtors systems (e.g. council tax collection), shall ensure their staff follow these procedures and timetable.

4.3.3 Council officers are required to ensure that all entries that they are responsible for in the balance sheet are updated prior to this review, and correctly accounted for in line with the accounting standards adopted by the council.

4.3.4 The Director of Finance must communicate any significant risks identified by this balance sheet review to the CMT as part the quarterly report to CMT. Any material risks identified must be reported to Cabinet in the quarterly report to cabinet.

5. PROCUREMENT, CONTRACTS & LEASING

5.1 Procurement

5.1.1 The Member of the Council Management Team responsible for Procurement in consultation with the Director of Finance ~~will determine and maintain~~ propose the council's procurement system(s) (subject to approval as per Contract Standing Orders in Part 2 of the Constitution) and ensure this is maintained after procurement. ~~and the processes therein.~~

5.1.2 Procurement covers a range of activities from sourcing through the tender process to receipting purchase orders, these activities are governed as follows:

- Sourcing, Tendering and Contract Award as per Contract Standing Orders (Part 2 of the Constitution)

- Contract Management – as per the Contract Management Policy issued by Member of the Council Management Team responsible for Procurement following approval by the Chief Executive via CMT
 - o The Contract Management Policy must include details of how the council's contract register is to be maintained.
- Purchase orders and Receipting as per RFPNs issued by the Director of Finance (approved as per paragraph 2.1.2).

~~5.1.2 The Director of Finance will put in place arrangements which ensure the requirements of the Prudential Framework and that relevant Accounting Standards are complied with and make arrangements for a register to be maintained of all contracts awarded or entered into.~~

5.1.3 All Officers are required to procure using the procurement system and following the policy and procedures set out in 5.1.2. ~~the contracts, arrangements and processes set up therein.~~

5.1.4 Procurement and contracts require co-ordination across Finance, Procurement and Legal, therefore the Monitoring Officer, Director of Finance and the Member of the Council Management Team responsible for Procurement should be consulted prior to issuing changes for approval by the Chief Executive via CMT or where appropriate Full Council.

5.1.5 The Member of the Council Management Team responsible for Procurement shall maintain a contract register for the council based on the information provided under the Contract Management Policy covered in 5.1.2.

~~5.4 All Officers must comply with:~~

- ~~• the Council's Standing Orders on Contracts (Part 2 of the Constitution) for entering into contracts. Contracts of £150,000 in value or more must be executed in accordance with the Council's Standing Orders.~~
- ~~• the requirement that contracts or procurement of less than £150,000 in value shall be signed only by officers authorised to do so.~~
- ~~• Required Financial Practice Notes~~
- ~~• Contract Procurement and Management Guidelines (the "Blue Book")~~
- ~~• the requirement to maintain the Contracts Register held by the Procurement team,~~
- ~~• the requirement to ensure variations and amendments are properly authorised~~

5.1.6 Members of the Council Management Team ~~Strategic Directors~~ must ensure that adequate monitoring and review arrangements are in place to cover contracts for externally provided services and sign off any variations or amendments to contracts.

5.2 Contract Management

5.2.1 Officers are required to follow this framework when managing contracts. It is the responsibility of Directors to ensure that arrangements in their service units deliver effective contract management to secure value for money for the council, and that there is appropriate reporting on the performance of contracts within their services, and that the Leadership Team is informed of significant issues.

- 5.2.2 Members of the Council Management Team and Operational Directors must also ensure that contract management and budget monitoring are appropriately linked to contract management by their staff, so that the value of goods and services recorded as supplied to the council correctly matches the actual value of goods and services supplied to the council; and that any applicable deductions in the contract are recorded and applied correctly.

5.3 Assets used by the council and its contractors and leasing

- 5.3.1 Accounting rules require the council to recognise leases in a wide range of contracts that are not explicitly called leases. Service area managers and budget holders must request a formal written review from Finance of whether proposed tenders and contracts contain a lease. Where a proposed tender or contract does contain a lease, the financial implications of this must be determined by Finance, and summarised in the financial implications section of any paper required for decision making.
- 5.3.2 The Director of Finance is to maintain a register of the leases identified by the process detailed in the previous paragraph.

6. ORDERS AND PAYMENTS

- 6.1 Members of the Council Management Team ~~Strategic Directors~~ must ensure that all officers procure using the procurement system, or an appropriate ancillary financial system as set out in section 5.1. They must allocate and then maintain a record of officers' roles and approval levels within the procurement system. This record is called the system scheme of delegation and covers officers authorised to make requisitions and approve requisitions.
- 6.2 Budget Holders must ensure that value for money has been obtained in the purchasing of all goods and services, the requisition is lawful expenditure, and the correct code has been used to charge that expenditure.
- 6.3 Budget holders must ensure that an up to date audit trail with clear descriptions is recorded in the council's procurement system of what has been ordered and what has been delivered.
- 6.4 The Director of Finance will set a policy as part of the RFPNs (subject to approval as above) for how long purchase orders will be kept open, and the cleansing of the purchase orders, receipts and invoices from the financial systems.

7. EXPENDITURE ITEMS

7.1 GPC / Business credit cards/Pre pay cards

- 7.1.1 The Director of Finance is responsible for putting in place arrangements for the use of these cards to be detailed as part of the RFPNs (subject to approval as detailed in 2.1.2).
- 7.1.2 Members of the Council Management Team ~~Strategic Directors~~ must ensure that only authorised officers have access and use of these cards.

7.2 Payroll

7.2.1 The Director of Finance shall approve arrangements for the payment of all salaries, wages, pensions, compensation, other emoluments and the deductions from salaries for tax, superannuation and other deductions to and/or from all employees and former employees of the Council. All redundancy and early retirements have to be approved by the Director of Finance. [Policy for these payments is to be detailed in the RFPNs \(subject to approval as detailed in 2.1.2\).](#)

7.2.2 [Members of the Council Management Team](#) ~~Strategie~~ or Operational Directors must authorise the recruitment of permanent or temporary staff and the undertaking of overtime or additional payments. They must ensure that and that adequate budget provision is available. Within Service Areas the budget holders must ensure that all appointments, resignations, absences, overtime or other circumstances affecting the salary, wage or emoluments of an employee included in their budget is acted upon immediately and notified to Finance.

7.3 Officer Expenses Claims

7.3.1 Budget holders are responsible for authorising officer expenses and for ensuring the correct method of reimbursement is used.

7.4 Petty Cash and cash/cheque handling

7.4.1 Petty cash is not allowable unless approved by the Director of Finance.

7.4.2 [In the rare cases, where staff or contractors must handle cash or cheques on behalf of the council, the directors responsible for the staff and/or contract under which cash is handled must ensure that there are written cash and cheque handling procedures, and that these are approved by the Director of Finance.](#)

7.5 Internal Trading & Recharges

7.5.1 The Director of Finance is responsible for approving all internal trading and recharging initiatives. Where necessary approval of the Cabinet or Full Council will be obtained. [The relevant policies are to be detailed in RFPNs \(subject to approval as detailed in 2.1.2\).](#)

7.5.2 Budget holders must ensure that the agreed budgeting, accounting and charging procedures [for internal trading and recharging](#) are adhered to.

7.6 Income and Expenditure Taxation Returns

7.6.1 [It is council policy to fully comply with HMRC's requirements on taxation.](#)

7.6.2 The Director of Finance will make arrangements and issue guidance for the completion of all returns to the HM Revenue and Customs. [The relevant policies are to be detailed in RFPNs \(subject to approval as detailed in 2.1.2\).](#)

7.6.3 Finance are responsible for ensuring [that the council's financial systems enable](#) all input and output invoices [to be tax](#) ~~are VAT~~ compliant in every respect.

7.6.4 [Budget holders are responsible for seeking advice from Finance on the tax implications of their plans for income and expenditure, and complying with rules and procedures set out by Finance to ensure tax is recorded and accounted for correctly.](#)

7.6.5 Budget holders, must provide information on employee benefits in the format and timetable required by central finance.

- 7.6.6 Budget holders must ensure that the required employment status and Construction Industry Scheme checks are undertaken prior to approving new suppliers or requisitions.

8. INCOME AND DEBT

8.1 Income – General

- 8.1.1 The Director of Finance is responsible for approving all debt recovery arrangements including performance monitoring and any on-line income collection or payment facilities. Council wide policy is to be documented in RFPNs (subject to approval as detailed in 2.1.2).
- 8.1.2 Members of the Council Management Team ~~Strategic Directors~~ shall review all charges within their area at least annually. Such reviews shall take account of any criteria agreed by Full Council except where such charges are fixed by statutory provision.
- 8.1.3 Budget holders are required to record all outstanding debts on one of the financial systems approved by the Director of Finance. They are responsible for ensuring that the correct instructions are communicated to customers so that payments from customers can be efficiently allocated to the relevant debt(s). ~~are responsible for the raising of invoices for any income due and the subsequent safe custody and banking of any income received to their service~~
- 8.1.4 Finance is responsible for setting policy for the collection of all debt over 31 days old and ensuring records are maintained ~~maintaining records~~ relating to income collection and debt write-offs.

8.2 Income – Grants

- 8.2.1 The Director of Finance is responsible for signing grant claims unless otherwise required by the grant giving body. The DOF will maintain a grants register.
- 8.2.2 Members of the Council Management Team ~~Strategic Directors~~ are responsible for signing off grant applications and ensuring that where the grant application requires matching resources to be input, that the matching amount is available from within existing budgets or verified other sources.
- 8.2.3 Budget Holders are responsible for claiming and recovering grant due. Copies of grant notifications, remittances and claims must be sent to the appropriate finance officer nominated by the Director of Finance.
- 8.2.4 Finance will scrutinise claims and review working papers.

8.3 Income – Bad Debts and Write Offs

- 8.3.1 The Director of Finance will put in place arrangements for the collection and write off of bad debts. This policy is to be documented in RFPNS, and subject to approval as per 2.1.2.
- 8.3.2 Members of the Council Management Team ~~Strategic Directors~~ must ensure adequate bad debt provision exists to cover debt within their service. They have delegated powers to authorise the write-off of debts only in relation to their own operational budgets up to the value of £1,000 per debt, a schedule of which must

be submitted to the Director of Finance in an approved format. The Director of Finance will set a policy for how these delegated powers are to be exercised to increase consistency across the council. Any single debt above £20,000 is to be agreed individually in advance by the Director of Finance. Those debts over £20,000 £3,000 will be reported to the Cabinet bi-annually.

- 8.3.4 Finance Services will ensure that following approval to write-off debt the appropriate accounting and budgeting adjustments are made and the debt recovery team are informed.

9. EXTERNAL ARRANGEMENTS

9.1 Accountable Body and Partnership Arrangements

- 9.1.1 The Director of Finance must be informed and written approval from the Director of Finance obtained before entering into any proposed accountable body or partnership arrangements

- 9.1.2 Members of the Council Management Team Strategic Directors must ensure that the objectives of the arrangement are consistent with the Council objectives and priorities. Within Service Areas the budget holders are responsible for managing & controlling such arrangements and the expenditure incurred and income received.

- 9.1.3 Prior to entering into any proposed accountable body or partnership arrangements the tax implications of such an arrangement must be formally reviewed by Finance, and summarised in the financial implications of any papers requesting a decision to be made on such an arrangement.

- 9.1.4 The officers and members responsible for the management of the Accountable Body and Partnership Arrangements must ensure that these arrangements:
- Focus on long term value over short term savings
 - Reflect the nature and extent of risk inherent to these arrangements so risk is managed
 - Create a culture of openness and mutual respect
 - Promote collaborative, problem- solving approach
 - Are adaptable to evolving circumstances
 - Embrace creativity, drawing on combined skills, experience and expertise
 - Maintain transparent and accountable arrangements for effective scrutiny and oversight
 - Include an agreed way to measure the performance of the arrangements
 - Provide that the Council/partner seeks regular feedback from service users and potential service users

- 9.1.5 Finance is responsible for monitoring and validating such arrangements.

9.2 Provisions of Goods, Services and works to Other Bodies

- 9.2.1 Members of the Council Management Team Strategic Directors can enter into such arrangements providing they have written legal advice that the Council has power

to make such arrangements. Specific Cabinet approval (or if appropriate the General Purposes Committee) will be required if:

- the contract value would exceed £1m per annum;
- the gross cost to the Council of providing the relevant goods or services under the contract is estimated to exceed £1m per annum having consideration to the full costs over the term of the contract. It is not acceptable to split contracts into smaller parcels to avoid exceeding the £1m per annum threshold above;
- a company is to be set up for the purposes of the arrangements; or
- the contract ~~exceeds £500,000 per annum in value~~ it shall be in a formal document under the seal of the Council ~~where the value exceeds the threshold set in Standing Orders for the sealing of documents.~~

9.2.2 Budget holders are responsible for the maintenance and control of such contracts.

9.2.3 ~~Members of the Council Management Team must seek tax advice on such arrangements before making a decision to proceed with them. The tax implications must be included in the financial implications of any report for decision in respect of a proposal to provide goods, services and/or works to other bodies.~~

9.3 Grants to Outside Bodies

9.3.1 ~~Members of the Council Management Team~~ ~~Strategic Directors~~ are responsible for ensuring that grants to outside bodies are only given where the Council has the statutory powers to do so. Legal opinion must be given before grant is awarded.

9.3.2 The Budget Holder is responsible for administering, monitoring and enforcing the terms and conditions of that grant. ~~They must kept records of how they have ensured that the grant is being used in line with its terms and conditions.~~

10. RISK MANAGEMENT AND CONTROL OF RESOURCES

10.1 Risk Management and Insurance

10.1.1 The ~~Member of the Council Management Team responsible for Audit and Investigations~~ ~~Director of Finance~~ shall be responsible for the preparation and promotion of the Council's risk management policy statement.

10.1.2 Subject to any liability imposed on the Council by statute or other legal obligation, all insurance shall be effected by the Director of Finance or under arrangements approved by him/her.

10.1.3 ~~Members of the Council Management Team~~ ~~Strategic Directors~~ must:

- ensure that adequate risk management controls are implemented, monitored and reviewed and that assets under their control have appropriate insurance cover within the overall guidance issued.
- notify the Director of Finance immediately of any loss, liability or damage that may lead to a claim against the Council and of all new risks, properties or vehicles that require insurance and of any alternations affecting existing insurances;
- consult with the Director of Finance and the ~~Member of the Council Management Team responsible for Audit and Investigations~~ ~~Solicitor~~ to the Council on any terms or any indemnity that the Council is requested to enter into.

10.2 Internal Controls

10.2.1 The **Member of the Council Management Team responsible for Audit and Investigations** ~~Director of Finance~~ shall make arrangements for the production and publications of an annual independent statement on internal control and risk management.

10.2.2 **Members of the Council Management Team** ~~Strategic Directors~~ must ensure that adequate systems of internal control are established, adhered to, tested and reviewed in order to be confident in the areas set out in the annual assurance matrix and that all staff have a clear understanding of the consequences of lack of control and knowledge of Financial Regulations.

10.3 Assurance

10.3.1 In the first instance, it is the responsibility of management, especially **Members of the Council Management Team and Operational Directors**, to ensure that they have assurance that the council's services are well managed and there is good financial management. A number of approaches can be used to provide assurance to senior management that management controls and oversight ensure good financial management, including (but not limited to):

- Review of controls by the service area itself
- Peer review by colleagues from inside or outside the council
- Appropriate training on risks/controls
- Advice from specialists within the council such as Finance or IT
- External review by appropriately qualified and experienced experts

10.3.2 It is the responsibility of each director to ensure they have adequate assurance from such methods to ensure that the council's services are well managed and there is good financial management in each service area.

10.3.3 Further assurance is provided by reviews of internal controls by the internal audit service.

10.4 Audit Requirements

10.4.1 The Director of Finance, or authorised representative, shall have authority to:

- Enter any building, land or area where records relating to any activity of the Council, its partners, contractors or any body partly or wholly funded by the Council, are, or may be, held. This includes all schools who receive funding from the Council. If necessary, to conduct searches of those areas, including cabinets, workspaces, desks for the purposes of locating documents or other material relevant to any matter under investigation. Where necessary to remove and examine IT equipment.
- Have access to all records, data, computer systems, correspondence and any other source of information relating to any matter under examination and remove any documents and records as deemed necessary. This will include documentation held by Council Officers in respect of organisations who are partners of the Council receiving funding from the Council or are providing services on behalf of the Council.
- Require and receive such explanations as are considered necessary concerning any matter under examination.

- Require any person holding or controlling cash, stores or any other Council property to produce such items for examination. These may be removed as deemed necessary.

10.4.2 The [Member of the Council Management Team responsible for Audit and Investigations](#) ~~Director of Finance~~ will ensure that a strategic and annual audit plan is prepared by the Head of Audit and Investigations which takes account of the characteristic and relative risks of the activities involved. The [Member of the Council Management Team responsible for Audit and Investigations](#) ~~Director of Finance~~ is responsible to the Audit and Standards Committee for ensuring that adequate arrangements are made for the effective delivery of this plan.

10.4.3 The [Member of the Council Management Team responsible for Audit and Investigations](#) will ensure that members, and in particular the audit committee, and chief officers receive suitable reports setting out the findings of internal audit reports.

10.4.4 The Director of Finance will ensure that members, and in particular the audit committee, and chief officers receive suitable reports setting out the findings of internal and external audit reports.

10.4.5 [Members of the Council Management Team](#) ~~Strategic Directors~~ must:

- consider and ensure Managers respond promptly to recommendations in both internal and external audit reports;
- ensure that agreed actions arising from the audit recommendations are carried out in a timely and efficient fashion;
- report to members the reasons for any failure by Managers to implement those audit recommendations.

10.5 Financial Irregularities

10.5.1 All officers have a responsibility to report any irregularities concerning cash, stores or other property of the Council or any suspected financial irregularity in the exercise of the functions of the Council

10.5.2 [Directors must ensure that their staff follow the council's Gifts and Hospitality policy.](#)

10.6. Money and Banking

10.6.1 [Members of the Council Management Team](#) ~~Strategic Directors~~ must ensure the adequacy of security arrangements for the holding of cash including controlling access to safes and other receptacles. They must also approving the authorised signatories to all bank accounts within their control

10.6.2 The Director of Finance is responsible for opening and amending details of any bank account, [and maintaining the authorised signatories to all bank accounts within the council's control.](#)

10.7. Money Laundering

10.7.1 It is the responsibility of the [Head of Audit and Investigations](#) ~~Director of Finance~~ to put in place anti-money laundering policies.

10.7.2 All officers have a responsibility to identify possible money laundering activities, and report possible money laundering in line with the council's anti-money laundering policies.

10.8. Property, Stock and Equipment

- 10.8.1 Officers responsible for property, stock and equipment must ensure adequate security arrangements are made. They must maintain an inventory of, and ensure the care and custody of valuable goods and equipment.
- 10.8.2 The Director of Finance shall maintain an appropriately valued asset register of all the Council's land and buildings.
- 10.8.3 The [Member of the Council Management Team responsible for Property](#) ~~Strategic Director Regeneration & Environment~~ shall ensure records are maintained of all properties owned or managed by the Council and that where commercial rents are payable to the Council a regular review of such rents is carried out to ensure they are set at an appropriate level. The terms of any leases should generally reflect market rents. An annual review of property should be undertaken for the purpose of identifying surplus or inefficient properties. [These records shall include details of all properties that the council has opted to tax for VAT purposes.](#)

10.9. Sale of Council Assets – General Requirements

- 10.9.1 Officers disposing of assets must at all times have regard to the [RFPNs Required Financial Practices](#) and must obtain the required consent before any disposal takes place
- 10.9.2 The treatment for amounts received in excess of the costs of disposal shall be determined by the Director of Finance.
- 10.9.3 [Prior to any disposal of assets in excess of £1,000, the Director of Finance must be informed of the proposed disposal, and its legal structure. As many contracts that do not have the legal form of a lease are leases from an accounting perspective, the Director of Finance must review if this disposal contains a lease, as defined by the CIPFA Code of Practice on Local Authority Accounting, and determine the financial implications of disposing of the asset accounted for as a lease. The financial implications of any disposal accounted for as a lease must be formally recorded, and summarised in the financial implications provided to the relevant decision maker\(s\).](#)
- 10.9.4 [The Director of Finance is to maintain a register of the leases identified by the process detailed in the previous paragraph.](#)

10.10 Disposal of Equipment and Stock

- 10.10.1 [Members of the Council Management Team](#) ~~Strategic Directors~~ can authorise disposals up to the value of £1000. The Director of Finance must be consulted on any disposals expected to exceed this sum.
- 10.10.2 Disposal of IT hardware and software must be approved by the [Member of the Council Management Team responsible for IT](#) ~~Head of ITU~~.

10.11. Disposal of Land and Buildings

- 10.11.1 All disposals must be agreed by the Council's Cabinet except in circumstances specified in the Council's Constitution.
- 10.11.2 The [Member of the Council Management Team responsible for Property](#) ~~Strategic Director Regeneration & Environment~~ shall make arrangements for the disposal

of all land and property [except in circumstances specified in the Council's Constitution](#).

10.12 Treasury Management

10.12.1 The Director of Finance is responsible for the execution and administration of treasury management decisions. The Director of Finance will act in accordance with the Treasury Policy Statement, Treasury Management Practices and CIPFA's Standard of Professional Practice on Treasury Management.

10.12.2 The Director of Finance shall effect all borrowings and investments (or make arrangements to do so), report periodically to the Council, be responsible for the safe custody of securities held by or on behalf of the Council, and approve all Trust Funds.

10.12.3 The Director of Finance shall be responsible for maintaining adequate cashflow forecast and for ensuring that the Council has adequate liquidity at all times.

10.13 Business Cases and evaluation of financial implications

10.13.1 Financial sustainability depends on difficult and complex decisions being made. The authority's decisions must be supported by clear business cases based on application of appropriate option appraisal techniques. The appraisal methodology used must be documented along with working papers showing the details of any calculations and assumptions. The methodology used must be suitable to demonstrate value for money in the council's decisions.

10.13.2 As part of the evaluation of different options, officers should:

- engage with relevant stakeholders,
- seek appropriate professional advice and
- use realistic, evidence based targets (not overly optimistic ones that may not be achievable in practice)

10.13.3 For complex, multiple year option appraisals these appraisals should be undertaken by appropriately qualified and experienced staff and comply with the [IFAC/PAIB Project and Investment Appraisal for Sustainable Value Creation guidance](#).

10.13.4 Complex and/or multi-year option appraisals will also need to consider different scenarios to ensure that the options considered are value for money, and to evaluate the risks that may emerge from foreseeable events. In these cases, this scenario analysis must be clearly summarised and communicated to the relevant decision makers, along with key assumptions made.

10.13.5 Business cases must consider the taxation implications of any options appraised, with appropriate advice as necessary.

10.13.6 To deliver accountability in the decision making process, any business case must consider the whole council, whole life cost of a decision, and not just the isolated impact on a particular service or financial year.

10.13.7 Business cases must be reviewed by Finance prior to starting to write reports with financial implications, in order to reduce the risk that time is wasted on proposals with weak business cases, and to help identify flaws with business cases. Where Finance has prepared business case, the business case should be reviewed by a member of Finance with minimal involvement in preparation of the business case to avoid self-review.

10.14 Financial Implications within Reports

- 10.14.1 All officers involved in the origination of reports must consult with the DOF before preparing reports to committee. They must ensure that reports they present to Full Council, the Cabinet, or any other committee of the council should contain a section covering the Financial Implications prepared in accordance with the ~~Required Financial Practice~~ [RFPN](#) requirements.
- 10.14.2 The Director of Finance may, where considered necessary, issue a concurrent report on matters requiring the Members' attention or where the financial implications of a report are considered invalid he/she may:
- require the report to be withdrawn;
 - supply alternative financial implications under his own name to be circulated to Members; or
 - indicate to Members the reasons why he believes the financial implications are incomplete and/or incorrect and the consequences of proceeding on that basis (i.e. that the expenditure would be unauthorised).

11. RETENTION OF DOCUMENTS

- 11.1 All officers are responsible for ensuring compliance with Required Financial Practice and the requirements of the Freedom of Information Act 2000 in determining their local retention policies. They should consult the Brent Retention and Disposals Policy and the council's Information Asset Register to determine retention records. If any records are missing they must notify the Information Governance Team.

Scheme of Transfers and Virements under Standing Order 20(I) Definitions

~~Unless specified to the contrary within the specific paragraphs, each of the following words within this Scheme of Transfers and Virements has the precise meaning assigned to it in this scheme.~~

~~**Accounts** — For the purposes of this scheme, the Council shall be considered to be operating three “accounts” — the General Fund, the Housing Revenue Account, and the Capital Programme.~~

~~**Budget** — The Council's budget agreed by Full Council for a financial year is set at a Council meeting at the same time as the Council Tax levels are set for the financial year and is amended from time to time in accordance with this scheme or other relevant powers.~~

~~The budget includes planned expenditure and income for the Accounts, as well as transfers into and out of Reserves and Provisions.~~

~~The General Fund budget for each financial year contains the policy proposals included in the Service Plans, as amended by the Department Budget — Savings Appendix of the Report and summarised in the General Fund Budget Summary Appendix of the Report. The matrices in the Department Budget Summary Appendix of the Report show budget heads within each Department.~~

~~The Housing Revenue Account budget for each financial year is set out in the Housing Revenue Account Appendix of the Report.~~

~~The Capital Programme is set out in Capital Programme Forecast Appendix of the Report. This is set in the context of the Prudential limits set out in of the Report.~~

~~Full Council may amend the Budget at any time during the financial year, and the amended budget will replace the budget set at the budget setting Council meeting held before the start of the financial year.~~

~~**Reserves and Provisions** — The Council sets aside amounts from its Accounts from time to time to meet potential future specific or general liabilities or risks. Collectively the cumulative values of these amounts are called the Council's Reserves and Provisions.~~

~~The values of Reserves and Provisions which are subject to the Transfer provisions of this scheme are those that appeared in the Council's accounts as at 31st March of the previous financial year in respect of that year (for example, the values for 2004/5 were the values for 2003/4 as they appeared in the accounts as at 31st March 2004) as amended by appropriations contained in the other elements of the budget.~~

~~**Reserves and Provisions Established by the Director of Finance** — The Director of Finance may agree that reserves be established by a Department at the end of the Financial Year for a specified purpose, where the Department has sought permission from the Director of Finance to apply some of all of that reserve to expenditure for that specified purpose in the next Financial Year and the Director of Finance is of the opinion that this is a reasonable and prudent use of the resources.~~

~~**The Report** — References to the “Report” are references to the “Budget and Council Tax” report as agreed by Full Council at the budget setting meeting held to set the budget before the start of the current financial year.~~

~~**Virements** — A virement is an increase in any budget or budgets or part of a budget or budgets that is matched by an equal and opposite decrease in any other budget or budgets~~

~~or part of budgets within the same Account, such that when the total changes are aggregated the net change across all budgets within that Account is zero.~~

~~**Schedule of Earmarked Reserves and Provisions** – the Schedule of Earmarked Reserves and Provisions approved by Full Council at the budget setting meeting held before the start of the financial year.~~

~~**Transfers** – For the purposes of this scheme, a Transfer is a movement of funds from any reserve, provision or Account to any other reserve, provision or Account.~~

~~**New Spending** – Any increase in gross expenditure or reduction in gross income above the aggregates included in each Account is considered to be “new spending” for the purposes of this scheme.~~

~~**Earmarked Supported Borrowing** – A permission to borrow issued by a Department of State limited to a specific purpose and coming with a commitment to include the financing charges within the calculation of Revenue Support Grant or Housing Subsidy.~~

GENERAL PROVISION

1. Except where explicitly stated to the contrary, no virement, transfer, or new spending is authorised by this scheme if it is in conflict with the Policy Framework or the Constitution or if it conflicts with anything specifically agreed by Full Council as part of the budget setting process other than by a decision of Full Council.
2. The CIPFA Code of Practice on Local Authority Accounting in United Kingdom takes precedence over this document in determining how items should be accounted for; nothing in this document shall be construed as requiring the requirements of the Code of Practice to be breached.
3. Reserves must not be used to fund ongoing overspends unless there is an agreed, realistic plan to eliminate the overspend before the reserve is exhausted (this applies to all reserves, both earmarked and non-earmarked). The Director of Finance must review planned uses of reserves to ensure that these are not being used to hide or obscure systemic overspends. The Director of Finance must report to Full Council report any areas with inadequate plans to address overspends.

TRANSFERS BETWEEN FUNDS AND TO/FROM RESERVES

General

4. Spending on any ~~Account~~ Fund (that is the General Fund (GF), Housing Revenue Account (HRA), Dedicated Schools Grant (DSG) or Capital Programme) above that allowed for in the Budget, or a shortfall in income below that estimated in the Budget will result in a charge to reserves unless compensating changes are made. This follows from the Accounting Code of Practice, which has statutory force. It is acknowledged that such transfers may result in a conflict with the Constitution. ~~Policy Framework~~. Statute provides procedures for dealing with such transfers, especially where the resultant transfers exhaust reserves ~~and Provisions~~. This scheme does not deal with these transfers, although limits are placed on the Cabinet’s action to minimise the chance that such circumstances arise.
5. In certain circumstances where such overspends on Funds ~~Accounts~~ arise, there is a choice as to which reserve the charge should be made. ~~There may also be circumstances in which Provisions can be used to prevent Reserves being exhausted. These are matters that are reserved to Full Council.~~ The annual Budget Report will identify which reserves overspends will and will not be charged against,

for approval by Full Council. In the event of inadequate reserves to fund overspends, the Director of Finance may have to use additional reserves to fund overspends, any such action is to be reported to Full Council.

Earmarked Reserves ~~and Provisions~~ for Specified Purposes

6. ~~Certain~~ Reserves ~~and provisions~~ have been established to aid the smooth running of the Council's finances, and it will be normal to charge costs to those reserves ~~and provisions~~ subject to financial regulations and local procedures and policies. ~~These are listed in Part A~~ Further, the council has capital monies, such as capital grants and capital receipts held in the council's useable reserves. The Schedule of Earmarked Reserves ~~and Provisions~~ in the Budget Report must specify how the council's useable reserves are to be used, including if they can be used to fund overspends, and this needs to be approved by Full Council as part of the Budget Report. Officers may make transfers from these reserves ~~and provisions~~ up to the amounts in the Budget Report ~~them~~ for the specified purposes.
- ~~7. Part B of the Schedule of Earmarked Reserves and Provisions lists those other reserves and provisions from which transfers may only be made on the authority of the Cabinet, up to the limits of the amounts in them and for the purposes for which they were established.~~
- ~~8. Transfers from Reserves and Provisions Established by the Director of Finance may be made by the Director of Finance up to the amount of £250k. Transfers of any greater amount may only be made on the authority of the Cabinet.~~
7. Transfers from Reserves ~~and Provisions~~ not included in the Schedule of Earmarked Reserves ~~and Provisions~~ or transfers from Reserves ~~and Provisions~~ for purposes other than those for which they were established require the approval of Full Council, unless ~~otherwise allowed by this scheme~~ Cabinet is permitted to do this in accordance with the next section.

Cabinet Powers

8. The Cabinet shall have the power to approve any Transfer that does not ~~result in~~ ~~result in New Spending across Accounts~~ additional gross expenditure or reduction in gross income across Funds (GF, HRA, DSG), on the recommendation of the Director of Finance, for the purposes of the efficient management of the Council's financial affairs.
9. For the purposes of maintaining reserves at a prudent level (as determined by the Cabinet on advice from the Director of Finance), the Cabinet may make any Transfer from any Fund Account to the appropriate reserve if there is a reported underspend in that Fund. ~~saving in that Account.~~
10. The Cabinet may make one or more Transfers up to a total of ~~£500,000~~ £1,500,000 in the financial year from any Reserve to any appropriate Fund Account for the purposes of New Spending provided that:
 - (a) Reserves are maintained at a prudent level after considering the effect of the Transfer and any risks that fall upon Reserves;
 - (b) The Fund Account to which the Transfer is to be made is not immediately prior to making the transfer forecast to overspend; and

- (c) The New Spending is for an objective contained within the **Borough Plan Policy Framework**, ~~the Corporate Strategy~~, a legislative requirement or a contractual obligation.

VIREMENTS – GENERAL FUND AND DEDICATED SCHOOLS GRANT

Officers

11. Officers may make any virement within a budget line in a ~~department~~ service area within a single fund (i.e. within the control of a single operational director and within either the General Fund or the Dedicated Schools Grant budget ~~any one line in the Department Budget Summary Appendix of the Report~~).
12. Subject to paragraph 13, officers may agree any virement within their area of responsibility which is designed to keep function and finance together (as determined by the Director of Finance), **such as moving budget following a restructure that moves responsibility and staffing from one service area to another.**
 - ~~(a) — Increases the budget of a service that is overspending by reducing that of a service that is underspending.~~
13. Virements in paragraph 12 may only be agreed by officers provided that:
 - (a) They do not result in a commitment which would itself lead to an increased overspend in the current financial year or give rise to unfunded expenditure in future years;
 - (b) They are consistent with the **Borough Service** Plan;
 - (c) They do not conflict with any prior decision made or policy or plan or strategy adopted by the Cabinet ; and
 - (d) **The virements are not used to circumvent the rules on use of earmarked reserves, or on new income and underspends detailed within this scheme; and**
 - (e) They are reported to the Director of Finance.
14. The Director of Finance may agree any virement between areas of responsibility of different Officers whose effect falls within the criteria set out in paragraph 12 subject to the constraints in paragraph 13(a) to 13(c).

Cabinet

15. Subject to paragraph 16, the Cabinet may agree any virement either within or between any Department which:
 - (a) **Is designed to keep function and finance together (as determined by the Director of Finance), such as moving budget following a restructure that moves responsibility and staffing from one service area to another; Falls within the purposes of paragraph 12;**
 - (b) Helps to maintain prudent levels of Reserves; or
~~Helps to keep expenditure within the overall budget totals; or~~

- (c) Finances new initiatives supporting the **Borough Plan Policy Framework or the Corporate Strategy** but not explicitly included in the Service Plan and Budget.
16. The Cabinet may only agree virements under paragraph 15 if it has received advice from the Director of Finance that after the virement:
- (a) Reserves remain at prudent levels; and
 - (b) The virements are not used to circumvent the rules on use of earmarked reserves, or on new income and underspends detailed within this scheme; and
 - (c) No unfunded expenditure commitments arise in future years.

New Spending

- ~~17. Where additional resources arise during the year and these are limited for a specific use (e.g. because of grant conditions), then officers may commit the New Spending provided that:~~
- ~~(a) There is no unfunded spending commitment for future years;~~
 - ~~(b) Any match funding for the current year is met from identified underspends; and~~
 - ~~(c) The Director of Finance certifies that the criteria in paragraph 16 apply.~~
- ~~18. Where additional resources arising from additional income, grant not limited for a specific use, or underspends of budgets are identified, then the Cabinet may agree New Spending, subject to the criteria in paragraphs 15 and 16.~~

New Income and underspends

17. If the council receives new grant, donations or contributions, and these are limited for a specific purpose (such that only one service area can utilise the new income), then officers may commit to additional expenditure providing that:
- (a) There is no unfunded spending commitment for future years; and
 - (b) Any match funding for the current year is met from identified underspends.
18. If the council receives new grant, donations or contributions, and these could be used for two or more different purposes (i.e. more than one service area can utilise the funding), then Cabinet may determine how this funding is used, providing that:
- (a) *It is used to deliver or support objectives within the current Borough Plan or other council strategies or plans;*
 - (b) There is no unfunded spending commitment for future years; and
 - (c) Any match funding for the current year is met from identified underspends.

19. Proposals to spend new income from grants, donations or contributions on objectives outside both the Borough Plan and not to and the council's other strategies and plans require approval from Full Council.
20. Where service areas generate additional income from current income streams, or underspend on expenditure, this can be used by officers, subject to approval by the Director of Finance, for:
 - (a) Addressing overspends in the council,
 - (b) Match funding new grant, donations or contributions (as set out in paragraphs 17 and 18), and/or
 - (c) Allocating to reserves (subsequent use of reserves is subject to the rules set out under the "Earmarked Reserves for Specified Purposes" heading in this document).
21. Cabinet may approve use of additional income from current income streams, or underspends on expenditure for new items of expenditure if the objectives are within the Borough Plan or to carry out the council's statutory responsibility, and no unfunded commitments are created in current or future years. Approval from Full Council is necessary for new items of expenditure outside the objectives of the Borough Plan or to carry out the council's statutory responsibility.
22. Officers may create new income streams where both the additional income and the estimated risk to the council is less than £0.1m (as determined by the Director of Finance), above this limit approval is required from cabinet where the additional income will be spent on objectives in the Borough Plan or to carry out the council's statutory responsibility; and from Full Council where it will be spent on objectives outside the Borough Plan or not to carry out the council's statutory responsibility.

VIREMENTS - CAPITAL PROGRAMME

General

23. The Capital Programme consists of ~~individual projects and sums allocated for work of a particular type. Financial Regulations dictate that the latter type of expenditure can generally only be spent after approval by Cabinet of project schemes within that type~~ a number of programmes managed by an Operational Director and then further broken down into projects with their own Project Manager. The Capital Programme is funded by a combination of capital receipts, grants and other direct external contributions and borrowing. The Director of Finance is responsible for ensuring the capital programme is affordable, prudent and sustainable in line with CIPFA's Prudential Code for Capital Finance in Local Authorities (2017).
24. Capital projects often span more than one year, and include provisions for contingencies, provisional sums and the like. This generates a degree of flexibility available for managing the overall programme. ~~and this scheme takes advantage of that flexibility.~~
25. Many funding streams for Capital projects are limited to particular types of projects. Nothing in this scheme allows virement between projects if the funding stream cannot be vired because of some other condition or limitation restricting or precluding a virement.

~~26. The Capital Programme is funded by a combination of capital receipts, grants and other direct external contributions and borrowing. The total amount of permitted borrowing can be varied during the financial year under the terms of Local Government Act 2003 and relevant regulations. Apart from any contingencies agreed in the Budget, this scheme does not permit any increase in the level of borrowing beyond that agreed in the Budget. Such increases require approval by Full Council in the context of advice from the Director of Finance and subject to CIPFA's "The Prudential Code for Capital Finance in Local Authorities."~~

Officers

26. ~~Directors~~ **Officers** should make such virements, **including between both project and programme headings**, as are necessary to ensure that the overall capital spend is kept within the sums allocated ~~for that purpose within their area of responsibility~~ provided that:
- (a) They do not stop or significantly change projects approved by Full Council or the Cabinet except where as part of project approval the Full Council or Cabinet has delegated authority to officers to revise or reschedule such projects;
 - (b) They do not commit expenditure beyond resources available in future years; and
 - (c) ~~They report changes to the Director of Finance.~~ **Where the change is:**
 - Up to £0.5m, the change is approved by the appropriate Programme Board
 - Between £0.5m-£3m, the change is approved by Capital Programme Board

Cabinet

27. The Cabinet may make such virements within the Capital Programme as are necessary to ensure that overall spending is within the resources available, and it can bring forward, delay or stop projects as necessary to achieve this.
28. The Cabinet may vire funding **between both project and programme headings**, ~~from one set of capital projects~~ to another without limit provided that:
- (a) Reductions are not made to funding of projects below the level that is contractually committed;
 - (b) Spending commitments in future years are not made beyond the resources **already committed to the relevant projects/programmes within the Capital Programme.** ~~available to fund them.~~

Treatment of Year-end Balances

29. **Due to the multi-year nature of capital projects, at the end of each financial year the actual expenditure may deviate from budget. This will include projects that have underspent due to delays or overspending as a project is ahead of schedule.**
30. **The Cabinet may vire of budget within approved capital projects across financial years to reflect timing differences between planned expenditure and actual expenditure.**

New Spending

31. Where new Capital ~~projects resources, not limited to specific purposes,~~ are identified during the year, the Cabinet may commit new expenditure ~~from the reserve list, where such a list exists, in its own priority order~~ 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; the resources available to fund them.~~
 - (b) ~~The cost of any new borrowing is affordable and prudent; The Capital Programme is not projected to overspend its resources;~~
 - (c) The new spending meets objectives set out in the ~~Borough Plan. Policy Framework or the Corporate Strategy.~~
- ~~32. Where new Capital resources, limited for use for a specific purpose, are identified during the year that do require matched funding, the Cabinet may commit new expenditure on that match funding provided that:~~
- ~~(a) The Reserved List, where such a list exists, has been fully committed and there are sufficient capital resources available to meet the match funding requirements directly or by virement, OR additional revenue resources have been identified to meet the match funding requirements;~~
 - ~~(b) Spending commitments in future years are not made beyond the resources available to fund them.~~

VIREMENTS – HOUSING REVENUE ACCOUNT


32. The ~~Member of the Council Management Team Responsible for Housing Regeneration and Growth~~ may make any virements necessary for the efficient running of the Housing Revenue Account (HRA) within the ~~HRA Account~~, including the use of revenue resources for capital purposes ~~except purchase or construction of new properties~~, provided that:
- (a) Spending commitments in future years are not made beyond the resources available to fund them;
 - (b) The changes are reported to the Director of Finance.
33. ~~Purchase and/or construction of new properties shall be subject to the approval process set out in the Capital Programme section.~~

REPORTING ARRANGEMENTS

34. Subject to paragraph 32, all Transfers, Virements and New ~~Income Spending~~ are to be reported to ~~Cabinet Full Council~~ whether or not they require ~~Cabinet's Full Council's~~ approval. Normally this will be done by means of the regular expenditure monitoring reports made by the Director of Finance. The reports will classify changes by whether Officer, Cabinet or Full Council approval was required.

35. Virements within one line of the Department Budget Summary Appendix of the Report, [within one capital programme portfolio headings, \(except purchase and/or construction of new properties\)](#) ~~Transfers falling within Part A of the Schedule of Earmarked Reserves and Provisions and Virements within the HRA~~ will not normally be reported to [Cabinet](#), ~~Full Council~~ but will be reported if the Director of Finance or the Monitoring Officer consider that a report should be submitted.
36. Any failure to report to or notify the Director of Finance on any matter as required under this scheme will not invalidate the decision by virtue of that failure to report or notify alone.

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	Full Council 12 th July 2021
	Report from the Director of Legal, HR Audit & Investigations
Resolution to approve reason for non-attendance at meetings	

Wards Affected:	N/A
Key or Non-Key Decision:	Council
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	None
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Debra Norman, Director of Legal and HR Services 0208 937 1578 debra.norman@brent.gov.uk

1.0 Purpose of the Report

- 1.1 Section 85(1) of the Local Government Act 1972 requires a member of a Local Authority to attend at least one meeting of that Authority within a 6 month consecutive period in order to avoid being disqualified as a Councillor.
- 1.2 This requirement can be waived if any failure to attend was due to a reason approved by the Authority in advance of the 6 month period expiring.
- 1.3 This report asks that the Council approve as a reason for failure by a member to attend for a 6 month period a meeting of the Council, Cabinet or any committee or sub-committee of the Council the circumstances specified in the report related to Covid19 (Coronavirus).

2.0 Recommendations

- 2.1 To approve in relation to each member of the Council in accordance with Section 85 of the Local Government Act 1972 the reason set out at 2.2 in respect of non-attendance of any member until the Council's annual meeting in May 2022.

- 2.2 The councillor has been unable to attend as a member (including remote attendance during the period that the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 were in force) any relevant meeting (see paragraph 3.1) throughout a 6-month period due to the circumstances set out in paragraph 3.4 of this report.

3.0 Detail

- 3.1 Section 85 of the Local Government Act 1972 (section 85) provides that if a member of a local authority fails, throughout a period of six consecutive months from the date of their last attendance, to attend any meeting of the authority, they shall, unless the failure was due to some reason approved by the authority before the expiry of that period, cease to be a member of the authority. Attendance as a member at a meeting of any committee, sub-committee, joint committee, joint board or other body which is discharging functions of the authority or which is appointed to advise the authority also counts, as does attendance as representative of the authority at a meeting of any body of persons.
- 3.2 Under the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020, attendance at meetings for the purposes of section 85 could be via a virtual platform, with Brent Council providing for such attendance via Zoom. These Regulations ceased to apply from 7 May 2021 and only physical attendance now counts as attendance for the purposes of s85, other than in the case of meetings of the Licensing Committee to which specific legislation applies.
- 3.3 This means that there is a risk that members may be unable to attend meetings if they are unwell or self-isolating or in quarantine due to Covid 19. In addition, some councillors with underlying health issues or other vulnerabilities, even if they have received one or two vaccinations, may continue to be anxious about attending council meetings at the current time. The Civic Centre is a Covid secure building and meetings are organised to ensure appropriate social distancing but it is nevertheless felt some anxieties may remain.
- 3.4 Council is asked to agree in relation to each and every councillor that *where failure to attend a relevant meeting at any time prior to the Council's Annual meeting in May 2022 (including prior to this July council meeting) is due to the circumstances in paragraph 3.5, the failure to attend is for a reason approved by the Council for the purposes of section 85.*
- 3.5 The circumstances referred to at paragraph 3.4 are that the councillor:
1. had tested positive for COVID19; or
 2. was self-isolating or quarantining (whether or not on the instruction or advice of any public authority or medical professional) in relation to COVID19;or

3. has underlying health issues or other vulnerabilities and did not feel able to physically attend the meeting for that reason.

3.6 Council is asked to approve this reason for non-attendance.

4.0 Financial Implications

4.1 None.

5.0 Legal Implications

5.1 These are contained in the body of the report.

6.0 Equality Implications

6.1 Under section 149 of the Equality Act 2010, the council has a duty when exercising its functions to have “due regard” to the need to eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act and advance equality of opportunity and foster good relations between persons who share a protected characteristic and persons who do not. This is the public sector equality duty. The protected characteristics are age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

6.2 No equalities implications arise directly from this report, although the approval of the reason for non-attendance set out in this report will protect councillors who have underlying health conditions or other vulnerabilities relating to COVID19 from being disqualified where this leads to their non-attendance at relevant meetings.

7.0 Consultation with Ward Members and Stakeholders

7.1 The proposals in this report have been considered by the Council's Constitutional Working Group.

8.0 Human Resources/Property Implications (if appropriate)

8.1 None.

Report sign off:

DEBRA NORMAN

Director of Legal, HR, Audit & Investigations

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Item 19.1

Full Council – 12 July 2021

Conservative Group Motion

Protect Our Environment

This Council notes the concerns of Brent Residents Against Asphalt Pavements, namely:

- a. The basis for the Council's policy adopted in May 2016 to replace paving slabs by asphalt when footways are being renewed; and
- b. The implementation and apparent further evolution of the policy up to the present time.

This Council believes that:

- The programme is aesthetically ugly.
- The programme is environmentally harmful.

The programme is costly in comparison to replacing and repairing existing slab and or block paving.

- The Residents were not and are not properly consulted and their views are ignored.

This Council therefore calls on the Leader of the Council and the Cabinet to halt the roll out of this programme forthwith and revert to repair and replace the pavement like for like.

Councillor Suresh Kansagra
Kenton Ward

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Full Council – 12 July 2021

Labour Group Motion

The road to recovery

This Council recognises how deeply the pandemic has impacted on the lives and livelihoods of the people of Brent.

This Council acknowledges the toll taken on all residents, not least those already enduring, pre-COVID19, the enormous difficulties of poverty and deprivation.

This Council commends the huge civic effort that enabled the speedy and sustained provision of essential support to those prevented by various lockdown restrictions from meeting their own needs.

This Council applauds communities that have come together in these difficult times, and commends key workers that have given so much of themselves in keeping vital services running.

This Council notes:

- The implementation of the invaluable Resident Support Fund through which thousands of households could access desperately needed financial assistance
- The delivery of the Covid-19 Winter Grant Scheme supporting families in need over the winter period
- The provision of nearly £100m for local business impacted by Covid-19
- Its ability to help meet the third highest level of demand in England for self-employment support packages
- The enhancement of Brent Start and Brent Works to ensure that Brent's workforce remains connected to nearby employment opportunities
- The outstanding help and support provided to high numbers of clinically extremely vulnerable residents
- The public health partnerships that have enabled the large scale and ongoing roll out of vaccinations

This Council commits itself to continue building on these successes and embraces the fact that there remains much to be done on this borough's road to recovery.

To that end, this Council is determined to:

- Deliver on its Climate and Ecological Emergency pledge to become a carbon neutral borough.
- Launch the Business Support Fund and Additional Grant Scheme, providing local enterprise with access to a wide range of financial and advisory resources.
- Collaborate locally to provide affordable and creative co-working space in response to people's new working patterns.

Councillor Ihtesham Afzal
Preston Ward