



Brent

Cabinet

Monday 20 June 2022 at 10.00 am

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

Please note this will be held as a physical meeting which all Cabinet members will be required to attend in person.

The meeting will be open for the press and public to attend or alternatively can be followed via the live webcast. The link to follow proceedings via the live webcast is available [HERE](#)

Membership:

Lead Member Councillors:

Portfolio

M Butt (Chair)	Leader of the Council
M Patel	Deputy Leader and Cabinet Member for Finance, Resources & Reform
Donnelly-Jackson	Cabinet Member for Community Engagement, Equalities & Culture
Farah	Cabinet Member for Safer Communities & Public Protection
Grahl	Cabinet Member for Children, Young People & Schools
Knight	Cabinet Member for Housing, Homelessness & Renters Security
Nerva	Cabinet Member for Public Health & Adult Social Care
Krupa Sheth	Cabinet Member for Environment, Infrastructure and Climate Action
Southwood	Cabinet Member for Jobs, Economy & Citizen Experience
Tatler	Cabinet Member for Regeneration & Planning

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

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

Notes for Members - Declarations of Interest:

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

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

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

***Disclosable Pecuniary Interests:**

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

****Personal Interests:**

The business relates to or affects:

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

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

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

or

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

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

Agenda

Introductions, if appropriate.

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

3	Minutes of the Previous Meeting	1 - 4
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To approve the minutes of the previous meeting held on Monday 30 May 2022 as a correct record.

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

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

6	Reference of item considered by Scrutiny Committees (if any)	
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To consider any reference reports from any of the Council's two Scrutiny Committees.

Chief Executive's reports

7	Senior Management Reorganisation	5 - 14
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To receive a report from the Head of Paid Service detailing proposals for a Senior Management Reorganisation.

(Agenda republished to include the attached report on 16 June 2022)

Ward Affected:
All Wards

Lead Member: Leader of Council (Councillor Muhammed Butt)
Contact Officer: Carolyn Downs, Head of Paid Service
Tel: 020 8937 5436

8 Brent Climate & Ecological Emergency Strategy 2021-22 Progress Update, new 2022-24 Delivery Plan & Carbon Offset Fund (CO2GO) Allocations 15 - 54

The purpose of this report is to provide an overview of progress made on the Climate and Ecological Emergency programme in 2021-22 alongside the proposed new Climate and Ecological Emergency Strategy 2022-24 Delivery Plan. Approval is also being sought to the allocation of grants from the council's Carbon Offset Fund as part of the CO₂GO Participatory Budgeting Process, which concluded in January 2022.

Ward Affected: All Wards
Lead Member: Cabinet Member for Environment, Infrastructure & Climate Action (Councillor Krupa Sheth)
Contact Officer: Tom Welsh, Climate Emergency Strategy Manager
Tel: 020 8937 5323
tom.welsh@brent.gov.uk

9 Purchase of Housing Units at the Fulton Road Development 55 - 68

This report seeks permission to negotiate and thereafter purchase a mix of affordable units in Blocks D and E and market units in Block A forming part of a development of Euro House, Fulton Road Wembley HA9 0TF.

Ward Affected: Wembley Park
Lead Member: Deputy Leader and Cabinet Member for Finance, Resources & Reform (Councillor Mili Patel)
Contact Officer: Amanda Healy, Senior Finance Analyst
Tel: 020 8937 5912
Amanda.Healy@brent.gov.uk

Regeneration and Environment reports

10 CCTV Cameras for Brent Active Travel Programme - School Streets 69 - 82

This report sets out a proposal for a CCTV camera enforcement protocol for the Brent Active Travel programme and associated exemptions. It details how locations for CCTV cameras for Brent school streets, current and future schemes will be prioritised.

Ward Affected: All Wards
Lead Member: Cabinet Member for Environment, Infrastructure & Climate Action (Councillor Krupa Sheth)
Contact Officer: Sandor Fazekas, Head of Healthy Streets and Parking
Tel: 020 8937 5113

11 Brent Bike Hangars

83 - 90

This report seeks approval to tender for the purchase and management of future bike hangars and transfer of the management and maintenance of current bike hangars.

Ward Affected: All Wards
Lead Member: Cabinet Member for Environment, Infrastructure & Climate Action (Councillor Krupa Sheth)
Contact Officer: Sandor Fazekas, Head of Healthy Streets and Parking
Tel: 020 8937 5113
sandor.fazekas@brent.gov.uk

12 Authority to Tender for the Design & Build Contract at 1 Morland Gardens, Stonebridge 91 - 98

Following on from a call-in relating to the original contract award, this report requests approval to invite tenders by way of a direct award under the Network Homes Contractor Framework and approve the pre tender considerations as required by Contract Standing Orders 88 and 89.

(Agenda republished to include the attached report on 16 June 2022)

Ward Affected: Stonebridge
Lead Member: Deputy Leader and Cabinet Member for Finance, Resources & Reform (Councillor Mili Patel)
Contact Officer: Tanveer Ghani, Operational Director, Property & Assets
Tel: 020 8937 1722
Tanveer.Ghani@brent.gov.uk

Digital and Customer Services reports

13 Cost of Living Crisis and the Brent Resident Support Fund

99 - 120

This report provides an update to Cabinet on the action the Council is taking to mitigate the impact of the Cost of Living crisis on Brent residents and businesses. Furthermore, it updates on future planned activity to support residents and to monitor the ongoing impact of the Cost of Living crisis on people in Brent through the implementation of a local framework and an Outcome Based Review. Approval is also being sought for additional funding to top up the Brent Resident Support Fund in response to an expected increase in demand for financial support due to the ongoing cost of living crisis.

Ward Affected: All Wards
Lead Member: Cabinet Member for Jobs, Economy & Citizen Experience (Councillor

Eleanor Southwood)
Contact Officer: Thomas Cattermole, Director
of Customer Access
Tel: 020 8937 5446
thomas.cattermole@brent.gov.uk

14 National Non-Domestic Rates - Policy Review and Applications for Discretionary Rate Relief 121 - 134

This report seeks approval for a proposed revision to the policy relating to the award of discretionary rate relief in respect of National Non-Domestic Rate (NNDR) liability along with approval of a policy statement and application(s) relating to hardship relief for charities or non-profitmaking bodies regarding NNDR liability.

Ward Affected: All Wards
Lead Member: Cabinet Member for Jobs, Economy & Citizen Experience (Councillor Eleanor Southwood)
Contact Officer: Peter Cosgrove, Head of Revenues and Debt
Tel: 020 8937 2307
Peter.Cosgrove@brent.gov.uk

15 Uncollectable Debt Write-Off 135 - 142

In accordance with Financial Regulations, this report details write-offs over £20,000 agreed by the Director of Finance, which are required to be reported to Cabinet. The write-offs in this report cover the financial year 2021/22 and relate to Adult Social Care client contributions, overpaid Housing Benefit and Business Rates.

Ward Affected: All Wards
Lead Member: Cabinet Member for Jobs, Economy & Citizen Experience (Councillor Eleanor Southwood)
Contact Officer: Peter Cosgrove, Head of Revenues and Debt
Tel: 020 8937 2307
Peter.Cosgrove@brent.gov.uk

Community Well-being reports

16 Authority to Award Watling Gardens Design and Build Contract 143 - 160

This report seeks approval to the award of the design and build contract for Watling Gardens following additional tenure changes to ensure viability of the development.

(Agenda republished to include the attached report on 17 June 2022)

Ward Affected: **Lead Member:** Cabinet Member for Housing,

Cricklewood &
Mapesbury

Homelessness & Renters Security (Councillor
Promise Knight)

Contact Officer: Patricia Gillis, Head of
Affordable Housing & Partnerships
Tel: 020 8937 2096
Patricia.Gillis@brent.gov.uk

17 Exclusion of Press and Public

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

Agenda Item 9: Purchase of Housing Units at Fulton Road Development – Appendix 1 (Draft Heads of Terms)

This appendix is classified as exempt under Paragraph 3 of Part 1 Schedule 12A of the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)"

Agenda Item 15: Uncollectable Debt Write-Off – Appendix 2 (Write-offs undertaken during 2021/22 over £20,000.00 including list of debtors)

This appendix is classified as exempt under Paragraph 3 of Part 1 Schedule 12A of the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)"

Agenda Item 16: Authority to Award Watling Gardens Design and Build Contract – Appendix 1 (Additional Financial Implications), Appendix 2 (Additional Legal Implications) and Appendix 3 (Tenderer Names)

Appendices 1 and 3 are classified as exempt under Paragraph 3 of Part 1 Schedule 12A of the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)"

Appendix 2 is classified as exempt under Paragraph 5 of Part 1 Schedule 12A of the Local Government Act 1972, namely: "Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings information."

(This section was updated to reflect the inclusion of Agenda Item 16 as part of the agenda republished on 17 June 2022)

18 Any other urgent business

Notice of items to be raised under this heading must be given in writing to the Head of Executive and Member Services or her representative before the meeting in accordance with Standing Order 60.

Date of the next meeting: Monday 18 July 2022



Please remember to set your mobile phone to silent during the meeting.

- The meeting room is accessible by lift and seats will be provided for members of the public. Alternatively it will be possible to follow proceedings via the live webcast [HERE](#)



LONDON BOROUGH OF BRENT

MINUTES OF THE CABINET

Held in the Conference Hall, Brent Civic Centre on Monday 30 May 2022 at
10.00 am

PRESENT: Councillor M Butt (Chair), Councillor Mili Patel (Vice-Chair) and Councillors Donnelly-Jackson, Farah, Grahl, Knight, Nerva, Krupa Sheth, Southwood and Tatler.

Also present: Councillor Lorber (for agenda item 7).

1. **Apologies for Absence**

Cabinet NOTED that Claudia Brown (Operational Director Adult Social Care) was attending to represent Phil Porter (Strategic Director Community Wellbeing) and Rob Mansfield (Head of Communications) to represent Shazia Hussain (Assistant Chief Executive).

2. **Declarations of Interest**

There were no declarations of interest made at the meeting.

3. **Minutes of the Previous Meeting**

RESOLVED that the minutes of the previous meeting held on Monday 11 April 2022 be approved as an accurate record of the meeting.

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

None.

5. **Petitions (if any)**

There were no petitions submitted for consideration at the meeting.

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

There were no references from either scrutiny committee submitted for consideration at the meeting.

7. **Authority to Award Contracts for the Purchase of Gas and Electricity (October 2022 to September 2024)**

Cabinet NOTED the comments made by Councillor Lorber who had requested to speak at the meeting in respect of the item. In addressing Cabinet, Councillor Lorber referred to section 3.2 of the report and sought further details on the basis of the decision taken in 2020 to provide for a two rather than four year energy supply period under the procurement framework along with an outline of any associated

financial implications given the current and unprecedented increase in wholesale energy costs.

In responding to the comments raised, Councillor Mili Patel (as Deputy Leader and Cabinet Member for Finance, Resources & Reform) drew attention to the independent assessment of the Council's energy procurement policy which had confirmed the proposed re-procurement arrangements remained fit for purpose and achieved prices better than market average as well as offering a range of additional services of value to the Council. The proposed re-procurement and purchasing approach had also been designed to mitigate against overall market risk whilst also seeking to support the Council's environmental objectives in considering how best to move towards procuring greener and zero carbon energy, which was welcomed by members.

Councillor Mili Patel then formally introduced the report, which she advised was seeking authority to award the contracts relating to the purchase of gas and electricity (October 2022 – September 2024) on the basis of the procurement process outlined within the report. In terms of the overall financial impact (as detailed within section 8 of the report) members were advised of the difficulty in securing fixed term wholesale energy supply costs, with the arrangements and approach which had been outlined within the report designed to secure an optimal price for required energy usage and associated services whilst also seeking to mitigate against the risk and minimise significant exposure to further wholesale energy market volatility in the short to medium term. Members noted the approach outlined also included the potential to avoid significant additional costs on energy contract prices in 2022-23 (on the basis detailed within the exempt appendix to the report).

Having considered the comments made and recognised the difficulties in predicting future market volatility at the time the decision was made to agree a two rather than four year energy supply period Cabinet **RESOLVED** having noted the exempt information contained within the appendix to the report:

- (1) To approve the award of a contract for the supply of electricity to NPower Limited for two years from 1st October 2022 via a call-off from LASER Framework Y18003, and
- (2) To approve the award of a contract for the supply of gas to Total Gas and Power for two years from 1st October 2022 via a call-off from the LASER Framework Y18002, and
- (3) that alternatively to (1) and (2) above, to approve the award of contracts for gas and electricity to the next ranked Suppliers on Lot 1 of each of the Frameworks referred to in section 5 of the report, if NPower Limited or Total Gas and Power cannot, or do not accept the offer of a Council contract. Such award shall be in accordance with the offer and award process described in Section 7 of the report.
- (4) To approve the Council's entry into an amended Access Agreement with Kent County Council referred to in sections 7.11 and 7.12 in the report, to enable its participation and purchase of gas and electricity from the Frameworks referred to in (1) and (2) above; and

- (5) To support Brent's active engagement with the "Renewable Power 4 London Action Plan" work stream, which aims to procure public sector energy for London Public Sector Bodies that is 100% renewable, through collaboration, with the ultimate aim of having a Power Purchase Agreement in place that Boroughs can procure renewable energy from, starting from autumn 2024 (or spring 2025).

8. **Appointments to Cabinet Committees**

Cabinet **RESOLVED** to note the appointments made by the Leader of the Council in relation to Cabinet, Joint IT Committee of the London Boroughs of Brent, Lewisham and Southwark, London Councils Grants Committee and London LGPS CIV Ltd and approve the Executive appointments to the following bodies, as listed below and set out within the agenda:

Barham Park Trust Committee

Full Members: Councillors M.Butt, Donnelly-Jackson, M.Patel, Krupa Sheth and Tatler

Substitute Members: Councillors Farah, Grahl, Knight and Nerva

West London Economic Prosperity Board

Full Member: Councillor Tatler

9. **Exclusion of Press and Public**

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


10. **Any other urgent business**

None.

The meeting ended at 10.15 am

COUNCILLOR MUHAMMED BUTT
Chair

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	Cabinet 20 June 2022
	Report from the Chief Executive
Officer Structure of the Council and Senior Management Restructuring	

Wards Affected:	All
Key or Non-Key Decision	Key
Open or Part/Fully Exempt:	Open
No. of Appendices:	Two: Appendix 1 Current Structure Chart (June 2022) Appendix 2 Proposed Structure Chart
Background Papers:	None
Contact Officers:	Carolyn Downs Head of Paid Service 020 8937 5436 carolyn.downs@brent.gov.uk

1.0 Background and Context

- 1.1 The Council's present Senior Management Structure was established in 2019 to reconfigure services when the Strategic Director of Resources left the Council to take up a Chief Executive role.
- 1.2 At that time, it provided an opportunity to focus both the client side and delivery side of the Council's ICT services under a single Strategic Director who could oversee the delivery of the Oracle Cloud project, integrate digital transformation with customer services and wider transformation and to ensure that the new post of Assistant Chief Executive sitting on the top managerial team in the Council, put community engagement at the heart of the Council's Management Team (CMT). Oracle cloud has now successfully been implemented and we have significantly progressed our work on digital services, community engagement and customer services too.
- 1.3 Having considered a number of pressing issues, not least the delivery of savings as part of the Medium Term Financial Strategy 2023-2027, it is now appropriate to revisit the Council's Senior Management structure.
- 1.4 The changes proposed in this report only directly impact (in technical employment terms) in the first instance on members of the Council's

Management Team. The proposed changes will delete four Strategic Director posts and the posts of; Assistant Chief Executive, Director of Finance and Director of Legal HR, Audit and Investigations. They will be replaced by six Corporate Director posts who together with the Chief Executive will form the Council's Management Team (CMT). This is a net reduction of 1 CMT post. The revised grading and salary structure for these CMT posts was agreed at General Purposed Committee held on 7 March 2022.

2.0 Recommendations for Cabinet

- 2.1 For Cabinet to agree the content of the report.
- 2.2 Cabinet to delegate to the Chief Executive, in consultation with the Deputy Leader of the Council, any further changes required within this structure following the assimilation and job interview processes.

3.0 Details of the proposed changes

- 3.1 The present structure (attached at Appendix 1 to this report) has served the Council well especially through the Covid Pandemic. The proposed structure is attached at Appendix 2.
- 3.2 The proposal deletes one post of Strategic Director and effectively lifts and shifts service areas currently sitting under existing Operational Directors. There are some minor amendments below Corporate Director level particularly in the proposed Communities and Regeneration Directorate. All appointments and any redundancies will be dealt with according to the Council's Managing Change Policy.
- 3.3 **Residential Services** - The structure brings together three of the most universal customer facing services in the Council, these being Customer Services (including revenues and benefits), Housing and Environment Services. These services are very operational and customer focused in their nature and often interact with the same customer base. Housing and Environment Services could benefit from better co-ordination and greater collaboration to ensure that estates have very high standards of public realm amenity space and a coordinated approach to noise nuisance and Anti-Social Behaviour (ASB). Bringing them together with Customer, Digital and Transformation services should enable the appointed Corporate Director - Resident Services to find efficiencies in our interactions with the public and increase digitization. This will create easier access for the public and financial benefits should also arise. Likewise, many tenants of the Council face financial challenges especially with the current cost of living crisis and so bringing together Housing Management and our Revenue and Benefits, Customer and Advice Services should also provide better wrap around services for residents. The Library service works hand in hand with Customer Services and the hubs and it is proposed that this service along with Leisure be transferred to Resident Services.
- 3.4 **Governance** – This Directorate will lead Legal, HR and Members and Executive Services including elections. The post holder will be the Council's Monitoring Officer and also the Strategic Information Risk Officer. Audit and Investigations

will move to the new Finance and Resources Directorate (this was planned to happen anyway in 2022 as it is deemed best practice for its line management to change reasonably regularly).

- 3.5 **Adult Social Care and Health** - This Directorate is based on the services that previously reported to the Strategic Director Community Well Being (CWB) with the exception of the Housing service which is mentioned above. The Directorate Adult Social Services (DASS) will remain at Director level and the Corporate Director will be the Council's main strategic officer lead with the Integrated Care Partnership (ICP) and Health partners. They will work closely with Members and the Chief Executive on health inequalities and the establishment of a highly functional ICP which puts tackling inequalities and place at the heart of all it does. The current CWB Directorate has a Performance Improvement team covering the whole directorate, this will need to be reviewed subsequent to this review.
- 3.6 **Finance and Resources** - In addition to the Council's Finance function, the Directorate will also include Property which relocates from Regeneration & Environment (R&E), together with the Shared ICT service and Procurement which transfer from the former Customer and Digital Services Directorate. Audit and Investigations will complete this Directorate, though will rotate its line management every two years in line with good practice. The Corporate Director will be the Council's Section 151 officer.
- 3.7 **Corporate Director Children and Young People** – There is no change in the structure of this Directorate. Once a new Corporate Director is appointed they may wish to change the structure within Children & Young People (CYP) but this will not impact on any other part of the Council.
- 3.8 **Communities and Regeneration** – This is an amalgamation of the services that presently sit with the Assistant Chief Executive (with the exception of Executive and Members Services) plus Regeneration, Growth and Employment, which are presently, part of the Regeneration & Environment Directorate. This new Directorate will be focused on delivering projects related to levelling up, violence and vulnerability, tackling poverty and discrimination and promoting equality. It will also ensure that community engagement forms the bedrock of our regeneration, planning, skills and employment work, all of which contribute to levelling up and promoting equality. The directorate will foster and lead partnerships with the community and faith and voluntary and community sectors and work on violence and vulnerability and Prevent.
- 3.9 In addition to the posts set out above there will be an additional new post of Director of Communications, Strategy and Partnerships. This post will report to the Corporate Director Communities and Regeneration. Its recruitment will be via an internal advert in the first instance and dependent upon the successful candidate there may be a further senior post deleted.

4.0 Financial Implications

- 4.1 The deletion of a Strategic Director post will generate savings of c £200,000. This will be reduced to £180,000 by the other minor changes proposed. It is envisaged that additional savings will also be identified by Corporate Directors once in place

amounting across the council to a further £200,000 as a minimum. These savings will contribute to the 2023/24 budget.

5.0 Job Descriptions and Person Specifications

- 5.1 Job Descriptions and Person Specifications have been drafted and job evaluations completed for the new posts.

6.0 Implementation

- 6.1 Implementation is in line with the Council's Managing Change Policy & Procedure. This is designed to support a continuous process of strategic and coordinated change, which enables the council to adapt its organisation structure, and to best meet its objectives and to deliver excellent services to the people of Brent. Critically, it also enables the Council to avoid unnecessary redundancies and to retain and develop its most talented staff. Please click on this link to view the Managing Change Policy and Procedure [Managing Change Policy and Procedure \(April 2015\)](#)
- 6.2 Staff at risk from redundancy may become redeployees immediately following consultation or be offered ring-fenced or competitive assimilation interviews as appropriate.

7.0 Appointment Process

- 7.1 The appointment process will be in accordance with the Council's Managing Change Policy and Procedure. Best recruitment practice set out in the Recruitment and Selection policy will be followed. Where competitive assimilation or ring-fenced interviews apply, a selection process will take place which will include an interview with councillors and may involve some testing.
- 7.2 In the event that posts remain vacant following the restructure process, then jobs will be advertised through open recruitment to fill any vacancies.

8.0 Voluntary Redundancy

- 8.1 In line with the Council's continuous commitment to minimise compulsory redundancies, applications for voluntary redundancy will be considered on a case by case basis.

9.0 Job Matching

- 9.1 The job matching has been undertaken in accordance with the Managing Change process.

10.0 Legal Implications

- 10.1 The council has a wide discretion to create a senior management structure to reflect the current needs of the organisation, subject to ensuring that statutory responsibilities the council is required to allocate are provided for.

10.2 The proposed changes will be managed in accordance with the requirements of the council's Managing Change policy and procedures.

10.3 In accordance with Standing Orders, Cabinet approval is required to create director posts reporting to the Chief Executive.

11.0 Equality Implications

11.1 A full equality impact assessment would usually be carried out by the Head of Human Resources. However given the limited number of staff directly impacted, this detail will not be published.

11.2 The equality analysis form is completed in three stages (prior to the restructure proposals, post consultation and after the restructure has been implemented). An equality analysis ensures that no one is treated less favorably than anyone else because of his or her equality characteristics during the restructure process.

11.3 During the restructure process, we will ensure that:

- All criteria used for redundancies, ring-fenced interviews and new job descriptions are fair and non-discriminatory
- Affected employees are signposted to support for dealing with stress such as the council's Employee Assistance Programme
- Reasonable adjustments are made for disabled employees at each stage of the restructure process
- Employees who are on maternity leave or due to return from maternity leave will be identified and treated as a priority group for assimilation or redeployment
- Any recruitment panels are representative in terms of race and sex and members of these panels have completed training on recruitment and selection that includes equalities considerations

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

None.

13.0 Proposed Consultation with Ward Members and Stakeholders

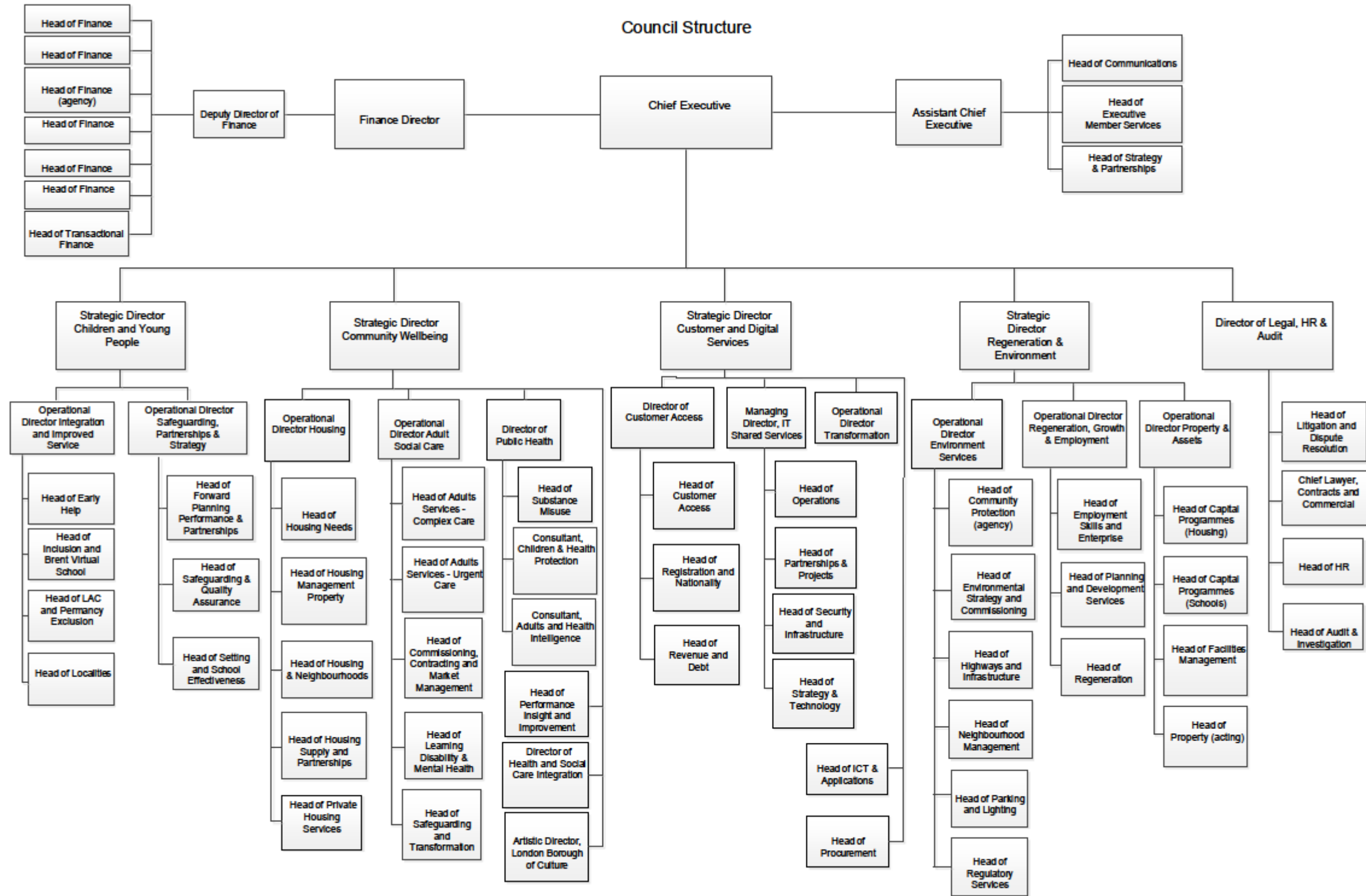
None.

Report sign off:

Carolyn Downs
Chief Executive

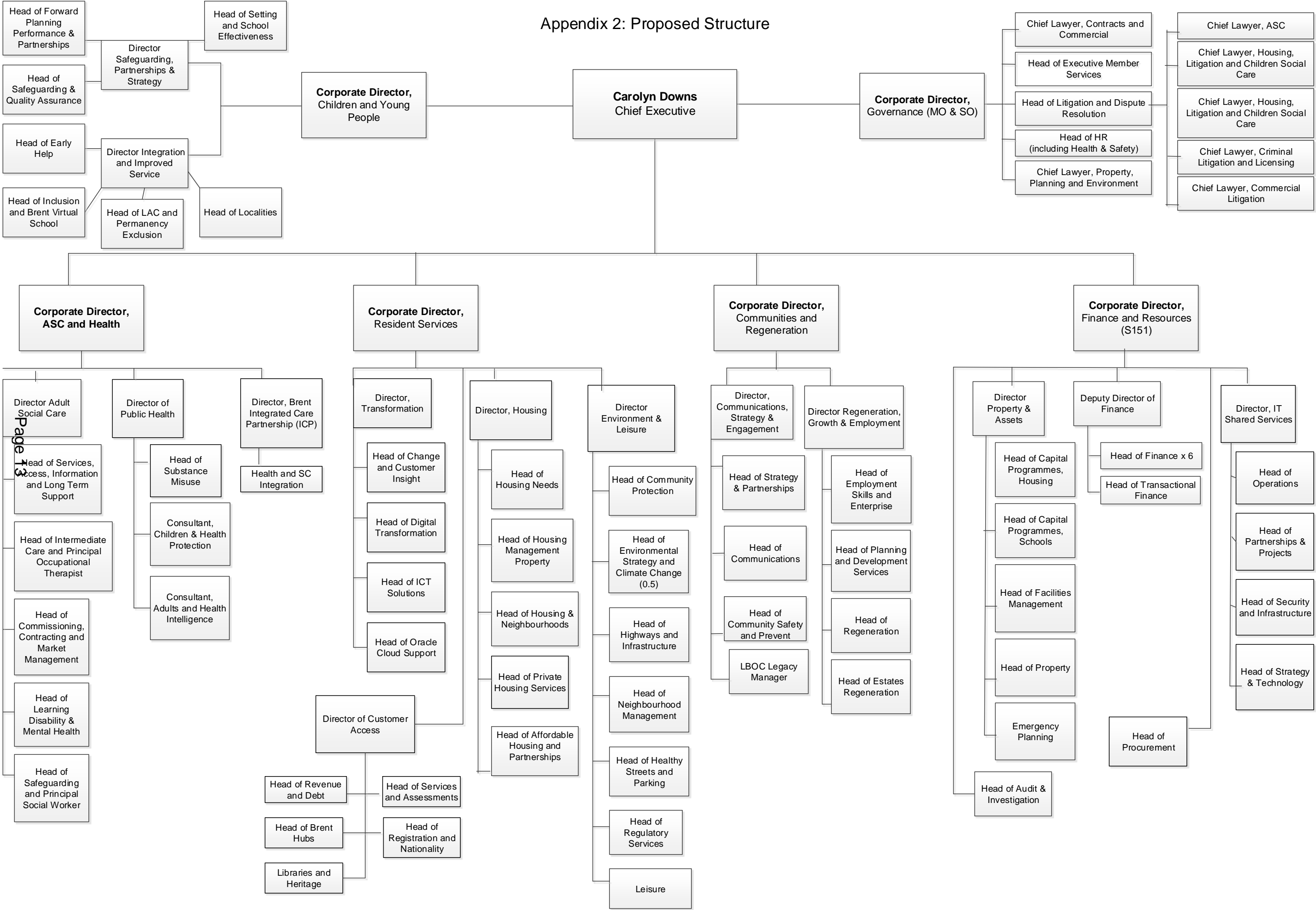
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Appendix 1 - Existing Structure Chart




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Appendix 2: Proposed Structure



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 Brent	<p align="center">Cabinet 20 June 2022</p>
	<p align="center">Report from the Assistant Chief Executive</p>
<p>Brent Climate & Ecological Emergency Strategy: 2021-22 progress update, new 2022-24 Delivery Plan, and Carbon Offset Fund (CO₂GO) Allocations</p>	
Wards Affected:	All
Key or Non-Key Decision	Key
Open or Part/Fully Exempt:	Open
No. of Appendices:	<p>Six:</p> <p>Appendix A New 2022-2024 Delivery Plan</p> <p>Appendix B Place-based Approach: <i>Recommended Sustainable Neighbourhoods pilots (Neighbourhood-Led)</i></p> <p>Appendix C Place-based Approach: <i>Recommended Sustainable Neighbourhoods pilot (Development-led)</i></p> <p>Appendix D Place-based Approach: <i>Enhanced sustainability focus as part of regeneration plans</i></p> <p>Appendix E Brent Carbon Offset Fund (CO₂GO) Allocations</p> <p>Appendix F Climate and Ecological Emergency 2021-22 Delivery Plan Progress Report</p>
Background Papers:	None
Contact Officers:	<p>Tom Welsh Climate Emergency Strategy Manager 020 8937 6607 tom.welsh@brent.gov.uk</p> <p>Oliver Myers Head of Environmental Strategy, Commissioning and Sustainability 020 8937 5323 Oliver.myers@brent.gov.uk</p>

1.0 Purpose of the Report

- 1.1 The purpose of this report is: firstly, to present Cabinet with an overview of progress made on the Climate and Ecological Emergency programme in 2021-22; secondly, to present Cabinet with the proposed new Climate and Ecological Emergency Strategy 2022-24 delivery plan ('the Plan'); and thirdly, to seek approval from Cabinet to the allocation of grants from the council's Carbon Offset Fund as part of the CO₂GO Participatory Budgeting Process which concluded in January 2022.

2.0 Recommendations

2.1 That Cabinet:

- (a) Agree the new 2022-2024 Delivery Plan for the Climate and Ecological Emergency Strategy attached in Appendix A.
- (b) Agree to pilot a place-based Sustainable Neighbourhood approach in the areas set out in Appendices B, C, and D, and for officers to begin a phased engagement and co-production process with communities in the selected areas.
- (c) Agree the criteria set by the Resident Planning Group (as outlined in section 8 of this report) for this phase of the Brent Carbon Offset Fund (CO₂GO).
- (d) Agree the proposed allocations for funding in Pot 1 and Pot 2 of the Brent Carbon Offset Fund as set out in Appendix E, ratifying the public vote made on applications during the 'You Decide' Participatory Budgeting Decision Day on 29 January 2022.
- (e) Agree to delegate authority to the Assistant Chief Executive to award and make grants from the Brent Carbon Offset Fund up to the value of £100k (*in line with the powers provided to the Assistant Chief Executive for award of grants at this level for the Neighbourhood Community Infrastructure Levy*).
- (f) That Cabinet note the progress made in the year one (2021-2022) Delivery Plan, the detail of which is set out in Appendix F.

3.0 Context and review of progress to date (Year One 2021-22 Delivery Plan)

- 3.1 Development of Brent's Climate and Ecological Emergency Strategy ('the Strategy') followed the council's declaration of a climate and ecological emergency in July 2019 and extensive engagement with the local community. The Strategy was approved by Cabinet in April 2021. The Strategy committed the council to yearly delivery plans of focused, costed and deliverable actions to contribute to Brent's aim to be a carbon neutral borough by 2030. Delivery plans were agreed to be refreshed and adopted by Cabinet each year.

- 3.2 There were 23 actions listed as part of the published 2021-22 delivery plan. A full summary of activity to date is provided in Appendix F. The highlights within each of the five key themes of the strategy are set out below.

Theme 1 – Consumption, Resources and Waste

- New Council Sustainable Procurement Policy launched
- 1,500 new internal food waste caddies delivered to Brent Housing Management blocks
- Development of new circular economy/waste initiatives: Fixing Factory launched at Abbey Road Household Re-use and Recycling Centre, two educational webinars held, expansion of Brent businesses on Restart Project's repair directory
- Four key waste educational initiatives run by Veolia in Brent Schools (E-learning lessons, Eco-Leaders programme, Sustainable Schools Competition, School Assemblies)

Theme 2 – Sustainable Travel

- 383 new Electric Vehicle Charge Points installed
- 50 new bike hangars delivered
- 30 school streets trialled, 26 to be made permanent
- Undertook three cargo bike trials in Harlesden – the participating organisations were: Sparks, Crazy Baker and Harlesden Mutual Aid
- Purchased the first council-owned Cargo Bike
- 26 'gold' accredited school travel plans; 5 'silver' accredited; 4 'bronze' accredited

Theme 3 – Homes, Buildings and the Built Environment

- Secured £3.2m of government funding to improve the energy efficiency of 16 council-owned buildings, expected to complete by summer 2022
- The West London Green Homes Grant and Home Upgrade Grant schemes, which Brent is part of, were able to obtain around £40m in funding secured from government to upgrade 4,000 fuel poor homes from spring 2022, of which £3.5m is allocated to Brent homes (approximately 350 Brent homes). The schemes give homeowners the opportunity to transform their homes with a grant to pay for energy efficient improvements
- Three retrofit pilots completed in void properties in the council's own stock
- Undertook an energy assessment of the council's own housing stock to inform a new energy efficiency strategy

Theme 4 – Nature and Green Space

- 661 new trees planted in the borough in 2021-22
- Completed a new Green Infrastructure Vision for Brent for 2030, which aims to bring together a multitude of strands that provide an opportunity to expand and connect green infrastructure throughout Brent

- Developed a new Climate Adaptation and Resilience Plan for the borough to address the climate-related risks facing Brent

Theme 5 – Supporting Communities

- Launched the Brent Environmental Network which now has over 2,800 members – plus active sub-groups: Community Advisory Group and School Climate Champions Network
- Launch of two new grants schemes:
 - **‘CO₂GO’** Brent’s resident-led Carbon Offset Fund (£500k) – grants of up to £10,000 awarded to Brent residents to make energy efficiency improvements in their home and for educational initiatives in the borough; the process was driven by a participatory budgeting process with 15 sustainability projects being put forward to be allocated funding
 - Launch of the **‘Together Towards Zero’** Small Grants Scheme – community sustainability grants of up to £1,000, 18 local community projects have been funded so far
- Delivered a programme of over 20 public engagement events in a two-week period as part of the Brent Climate Festival
- Delivered the six-part ‘A beginner’s guide to the Climate Emergency’ series – all sessions which remain available as an educational resource on the council’s YouTube channel
- Published a set of Green Business Guides and ran a webinar series (‘Going Green to Survive and Thrive’) targeted at the five main business sectors in Brent

4.0 New 2022-2024 Delivery Plan and Key Areas of Focus

- 4.1 The need to accelerate action to tackle the climate and ecological emergency has never been more urgent and in order to achieve greater focus, pace, visibility and impact, a number of new areas of focus for the new Plan have been identified. The new areas of focus are:
- A placed-based approach, through a) piloting up to three sustainable neighbourhoods b) a focus on ensuring the St Raphael’s Estate development is as green as possible and c) a review of Brent Local Plan Growth Areas to ensure that sustainability opportunities are maximised.
 - Community wealth building, through climate action that supports local economic growth and helps reduce the cost of business for local businesses and other organisations.
 - Supporting households with the rising cost of living, through specific climate action that aims to boost household income.
- 4.2 The Plan includes a range of actions linked to these areas of focus which support the following key ‘co-benefits of climate action’: cleaner air, greener spaces, warmer homes, healthier travel and a thriving local, low carbon circular economy.
- 4.3 The Plan also therefore serves as an ‘umbrella’ document that draws together the key strands from our various environmental sustainability strategies (set out

within the full Strategy document itself). The Plan will seek to reinforce other key strategic aims for the borough such as the Health and Wellbeing Strategy, Youth Strategy and Black Community Action Plan in particular.

- 4.4 The Plan covers a two year period rather than one-year, which will allow more time and focus for operational delivery of a more ambitious programme. The next Plan is expected to be developed for 2024-2026 accordingly.
- 4.5 An engagement programme entitled 'Let's Talk Climate: Waste and Green Space' was undertaken between late 2021-early 2022 to gather the views of communities as part of the re-procurement process for Brent's Integrated Street Cleansing, Waste Collections and Winter Maintenance contract ("The Integrated Contract") and the Grounds Maintenance contract. Resident feedback from this process has also fed into the development of the Plan given the overlap on these key issues and new actions have sought to respond to this feedback where possible. Examples of this in the Plan include:
- CRW001 – We will open the first Library of Things in Brent
 - CRW003 – We will offer a free internal food caddy to every resident living in a flat
 - CRW004 – We will develop and pilot a new re-use and repair hub in a locality area, with support from the West London Waste Authority and third sector partners
 - CRW002 – We will deliver improved sustainability outcomes following the procurement of the new Integrated Contract and Grounds Maintenance contract
 - NGS001 – We will continue the borough's tree planting programme – aimed at areas of low canopy cover, poor air quality and deprivation
 - NGS002 to NGS008 – a number of actions to continue to improve the green natural infrastructure within the borough
 - SC007 – We will deliver a new sustainability communications programme with an increased focus on how going green can benefit our residents and communities in their daily lives at a local level.

5.0 Key area of focus 1: A place-based 'Sustainable Neighbourhoods' approach

- 5.1 Perhaps the most innovative and efficient way of demonstrating greater focus, pace, visibility and impact on the climate and ecological emergency agenda is through the designation and implementation of a new place-based approach. This would be delivered through piloting 'Sustainable Neighbourhoods' in a number of areas within the borough in which the council would seek to target a dedicated proportion of its sustainability investment and activity.
- 5.2 Part of the rationale for this is to forge a strong partnership with local communities within these localities, demonstrating how tackling the climate and ecological emergency relates to local areas in Brent and showcasing the holistic benefits it can bring. Another benefit of this approach is that it would provide the opportunity to learn lessons for delivery in order to replicate the actions undertaken in these pilots in other areas of the borough beyond 2023.

- 5.3 There are two key differential elements within Brent's approach to selecting suitable locations. The first is that we propose to undertake two '*Neighbourhood-led*' pilots, that would be delivered and completed by the end of 2023, and the second is to undertake one '*Development-led*' pilot, that would be longer-term and focused around the new development pipeline, aiming to complete by the end of 2025/26.

Neighbourhood-led pilot(s) (To be delivered by end of 2023)	Development-led pilot (To be delivered by the end of 2025 or 2026)
<u>Identifying quicker 'wins' ie:</u> <ul style="list-style-type: none"> Existing sustainability infrastructure or initiatives in place Demand / scope for additional sustainability infrastructure or initiatives Active local community groups and scope for community buy-in Mixed demographics (IMD 2019) 	<u>Enhancing sustainability initiatives within development pipeline ie:</u> <ul style="list-style-type: none"> Led by timeline of new development– where there are still opportunities to integrate into design stage Identifying longer-term opportunities to influence New Council Homes Programme or partnership planning opportunities Opportunities for net zero new builds, active travel infrastructure, green spaces and infrastructure, retrofit to any council stock in the vicinity Opportunities for heat networks, electricity supply, more complex infrastructure etc

Selecting '*Neighbourhood-led*' pilots

- 5.4 In the process of drawing up proposals for the proposed pilot areas, officers considered a range of datasets and drew up a longlist of 24 potential locations before whittling this down to the areas proposed within this report. The key measures/datasets which were considered are outlined below.

Selecting a <i>Neighbourhood-led</i> Pilot
Key Measures/Dataset
Active Community Groups
Schools/Colleges
Town Centre/Business Presence
Indices of Multiple Deprivation (IMD) Considerations
Council Housing Stock
Sustainable Travel Infrastructure and Demand
Access to Parks and Open Spaces

- 5.5 As a result of this analysis, it is proposed to undertake two neighbourhood-led pilots, one in the north of the borough (north of the North Circular Road) and one in the south of the borough (south of the North Circular Road). This would aim to provide us with learnings from different parts of the borough in terms of geography, demographics and community assets within these localities.

North of the Borough

- 5.6 When considering the north of the borough, an area around **Kingsbury/Roe Green** is considered to be a highly suitable area to undertake a neighbourhood-led pilot. The area selected would encompass parts of Queensbury and Kingsbury wards.

South of the Borough

- 5.7 When considering the south of the borough, a locality in and around **Church End/ Roundwood** is a strong candidate for a neighbourhood-led pilot. The area selected would encompass parts of the Roundwood and Harlesden & Kensal Green wards.
- 5.8 The boundaries for the areas identified for these two neighbourhood-led pilot areas, as set out in **Appendix B**, remain flexible at this stage and it may be the case that the boundaries are altered slightly following engagement with residents and further project delivery planning with officers.

Selecting a 'Development-led' Pilot

- 5.9 The process of selecting a 'development-led' pilot area was more dependent on the milestones within the development pipeline and in particular, the timing of the design stages and opportunities to integrate new sustainability considerations. The best opportunities to embed environmental sustainability and potential for net zero new builds is felt to be through incorporating these objectives into the New Council Homes Programme, in particular those schemes which are currently being considered for feasibility.
- 5.10 Following review of eight schemes within the council's New Council Homes development pipeline, **South Kilburn** was identified as the most suitable area for undertaking a development-led pilot. It is also proposed that an increased emphasis on sustainability is placed on the regeneration plans for **St Raphael's Estate**.
- 5.11 Finally in respect of the place-based approach, the Plan includes a commitment to review the development pipeline for Growth Areas in line with the provisions of the new Local Plan, to ensure that all aspects of sustainability are being addressed wherever possible.

Engagement and Co-production for Sustainable Neighbourhoods

- 5.12 Engagement and co-production with the local community will be key to the design and delivery of the pilots which will begin following Cabinet's approval of these areas. This engagement work is provisionally planned to begin from 27 June 2022, and run until 30 September 2022, with the initial engagement phase being undertaken with communities within the Kingsbury/Roe Green area boundary area, and Church End/Roundwood boundary area due these 'neighbourhood-led' pilots having a shorter delivery timeframe (completion envisaged by end of 2023).
- 6.0 Key area of focus 2: Community Wealth Building: climate action that can support local economic growth**
- 6.1 Community wealth building is a new people-centred approach to local economic development which redirects wealth back into the local economy.

- 6.2 The importance of transitioning to a Low Carbon Circular Economy model is central to tackling the climate and ecological emergency, and recent events around the world, particularly in relation to energy costs and inflation, show that this shift could happen earlier than anticipated. It is therefore proposed to prioritise new actions and initiatives that will help to reduce carbon emissions from the commercial/industrial sector (28% of Brent's overall carbon emissions) whilst simultaneously supporting businesses in ways which will help with the rising cost of business. For example, by cutting their operating costs, growing their operations and creating more secure and sustainable 'green' job opportunities.
- 6.3 When considering the business make-up of Brent, the big opportunity to deliver something ambitious and at scale is at the Park Royal industrial estate. Alongside colleagues from neighbouring councils, and the Old Oak and Park Royal Development Corporation (OPDC), a working group is exploring the development of a Local Area Energy Plan (LAEP) and opportunities for low carbon projects.
- 6.4 Small and Medium Sized Enterprises (SMEs) make up the vast majority (99%) of businesses operating within the borough and we will expand and accelerate our support and engagement offer with this type of enterprise. In particular through providing support for businesses to audit and understand their carbon footprint, to enable businesses to make energy efficiency improvements in their operations through our small energy efficiency grants pilot (under the Business Support Fund) and to develop a green climate charter scheme for businesses, to encourage businesses to visibly demonstrate their green intentions or credentials to local consumers and partners.
- 6.5 When considering community wealth from a resident perspective, upskilling and job creation is a key focal point. Central to this within the new Plan, will be the launch of the Green Skills Centre in Willesden, which has been developed alongside United Colleges, and a new sector based pathways scheme for unemployed people to encourage more people to take up green jobs as a career option. By placing greater focus on green skills and green job creation, we would create a supply of individuals for organisations to utilise, which can link to a host of potential areas of demand for work that are set out in the paragraphs below. This could also expand opportunities for local economic and wage growth.
- 6.6 We will also continue to promote local supply chain opportunities, ensuring that council procurement activity is made more accessible for local businesses wherever possible.
- 7.0 Key area of focus 3: Climate action that can reduce household costs and thereby help households with the rising cost of living**
- 7.1 The development of Brent's Climate and Ecological Emergency Strategy and implementation of our first year delivery plan has also coincided with a serious cost of living crisis which is likely to worsen before it improves. A number of

climate actions can boost household incomes, simultaneously supporting people with the cost of living crisis and contributing to emissions reduction.

- 7.2 As part of the new Plan, we propose to develop a new Library of Things from an appropriate community location plus new 'give, take and mend' re-use and repair hubs, with support from West London Waste. Respectively, this will encourage people to consider using the Library of Things to borrow items to use at a lower price than buying new. By enhancing our offer on repair and re-use initiatives, this will aim to save people money on buying new and provide new green skills in the growing reuse sector. We will also roll-over plans to deliver a free internal food caddy to every flat in Brent in order to tackle this long-standing issue within Brent's waste stream and provide the necessary infrastructure, accompanied by education, to encourage people to waste less food, saving money in the process.
- 7.3 Similarly, the costs of energy will increase significantly in April and again in October through changes to the energy price cap. We have reviewed the existing energy advice provision in Brent, and in advance of next Winter we will have in place a better coordinated and targeted advice service, still using the Brent Hubs, which builds in the opportunity for frontline health, care and housing professionals to refer households in need for support and provides more free home energy advice to the most vulnerable households. We will also undertake new retrofit projects via the Carbon Offset Fund, Tower Blocks Programme and a dedicated energy efficiency programme targeting the council housing stock with the lowest energy ratings, augmented by external grants.
- 7.4 Finally, we will reinforce in our campaigns that taking up active travel is not only positive for the environment and healthier for our residents, but can also save money given the increase in petrol prices. An accelerated shift to active travel measures and supporting infrastructure can save people money now and into the future.

8.0 Brent Carbon Offset Fund

Background

- 8.1 Since 1 October 2016, under the London Plan any development that fails to achieve on-site zero carbon must make cash in lieu contributions to a Carbon Offset Fund within the borough that they are operating, collected via Section 106. These contributions are used to fund local carbon reduction projects, thereby offsetting the development's carbon emissions shortfall. Brent has collected approximately £1,700,000 (as of end of March 2022) in carbon-offset contributions. The Carbon Offset Fund is explicitly ring-fenced for carbon reduction activity and Brent is required to report on progress to the GLA.
- 8.2 The GLA has specific guidance on the Carbon Offset Fund which is available online. The fund should ideally be used for tangible carbon reduction projects in buildings, although education projects are also eligible. There are specific criteria related to the carbon reduction achieved. To date, Brent is yet to spend any of its Carbon Offset Fund, and therefore an action in the 2021-22 Delivery

Plan committed the Council to launching its fund as a means of incentivising domestic and non-domestic energy efficiency and renewable energy measures.

'You Decide' Participatory Budgeting Process and Criteria

- 8.3 Officers in Strategy and Partnerships have worked over the past year to develop and deliver a participatory budgeting process in Brent, as a pilot for using Participatory Budgeting to decide the allocation of funds such as the Neighbourhood Community Infrastructure Levy (NCIL) in future. An initial tranche of £500k of Brent's Carbon Offset Fund was designated for Brent's first participatory budgeting pilot.
- 8.4 Local residents were placed at the heart of this process from the start, including being involved in the decision-making on setting the criteria for allocation of the funds. A recruitment process was launched to appoint up to 50 residents as members of a planning group. Officers sought to ensure targeted activity to ensure a diverse representation across Brent communities. 18 residents regularly took part in the planning group process.
- 8.5 The resident planning group were tasked with:
- Developing the eligibility criteria and programme
 - Designing all communications materials
 - Promoting the programme and application process to local groups and residents
 - Promoting the decision day event across the community
- 8.6 The resident planning group agreed the name of the project as 'CO₂GO'. In terms of the eligibility criteria, the resident planning group agreed to target those in fuel poverty but also felt that the fund should not be means tested. The resident planning group also agreed that no funds would be released directly to individual households, and that a specialist third party contractor would be engaged to manage the energy efficiency works for successful applicants.
- 8.7 The resident planning group agreed the best use of the fund would be to cover the cost of surveys on all the properties in a bidding cluster. Once the survey is complete, the individual clusters will meet to discuss the findings and agree the approach for spending their budget. The fund will cover the cost of measures and will pay the contractor directly (in accordance with procurement rules). At no point will individual residents in the energy efficiency group be given money directly. A further agreed objective was to look at the clusters as a whole as there are significant economies of scale e.g. cost of external wall insulation for a cluster of ten properties, should be less than external wall insulation for ten individual properties.
- 8.8 The planning group agreed on two pots of funding to be made available as part of the process:
- Pot 1 - A total of £400k was available to reduce carbon and save energy costs to households and community buildings across Brent. Residents were able to apply for up to £10,000 per household and were able to join up with

others in their community to form clusters of connected houses, flats or a combination.

- Pot 2 - A total of £100k was available for organisations and groups of residents to apply for between £500 and £20,000 for projects that deliver education and awareness to reduce the carbon footprint in Brent.

- 8.9 Face to face and online support sessions were held to explain the You Decide Programme and provide support to residents completing application forms. Residents had 11 weeks to submit applications. 26 applications were submitted for Pot 1 and 24 applications were submitted for Pot 2.
- 8.10 Officers attended the Participatory Budgeting planning group meetings. The role of the officers was to ensure that the planning group's proposals were in line with GLA guidelines around Carbon Offset Fund spending and ensure that the proposals would not be contrary to any council policies.

Decision Day

- 8.11 The Decision Day was held as a virtual event on 29 January 2022. The event attracted a total number of 75 attendants to the Pot 1 voting event and 127 attendants to the Pot 2 voting event.
- 8.12 All applicants submitted pre-recorded films ahead of the decision day event. During the online event, each project presented their 2-3 minute video and at the end of each film, all voters were asked to vote on 'How well do you think adaptations to these houses will support reduction of carbon and support local residents?'
- 8.13 Appendix E outlines the bids in Pots 1 and 2 that garnered the highest level of community support via the public vote. The first pot of £400k included a total of 39 flats, maisonettes and houses that will undergo sustainability works to reduce their carbon footprint. These properties have combined as a cluster to maximise the benefits of green measures. Two community buildings in Willesden were also selected for energy saving makeovers. The second pot of £100k was awarded to community groups who will run educational projects to help residents reduce carbon emissions, save money, and make positive and healthier lifestyle changes.

Next steps

- 8.14 Subject to Cabinet approval of the applications put forward in Appendix E, arrangements will be made to release funding directly to Pot 2 projects in line with the council's grant procedures and a contractor will be engaged and appointed (in line with procurement rules) to undertake the work required for the projects agreed for Pot 1. Monitoring of the project outcomes will be undertaken and reporting of spend will be provided to the GLA as required under existing processes.
- 8.15 There is further work required to determine the use of remaining Carbon Offset Fund monies. At this stage, a further £1.2M is available in the Fund. Officers

will develop proposals for how these monies can best support the delivery of the priorities in the new Plan in the coming months.

9.0 Alternative Options Considered

- 9.1 It was considered whether it would be feasible to designate one pilot Sustainable Neighbourhood within each of the five Brent Connects areas, so as to ensure a wider geographical spread. This was not favoured as this would be too difficult to manage within existing resources, and could end up diluting the engagement, impact and learning in the areas which are selected.

10.0 Financial Implications

- 10.1 The financial implications for each action is set out in Appendix A. Overall, of the 41 actions proposed, 29 can be delivered within existing service budgets, 10 have external funding secured and 2 require further scoping work. Of these latter two actions, one involves identifying an opportunity for an exemplar net zero new build within the New Council Homes Programme (HBBE008), which is at a very early stage of project scoping. The second relates to the action to finalise plans for the council to achieve net zero carbon emissions from the council's own estate and operations by 2030 (HBBE011) which has been rolled over into 2022-24 from 2021-22 due to the complexity of this work. Both of these actions are likely to have significant revenue and capital financial implications, which will be assessed as the detailed plan and recommendations are developed.
- 10.2 There are two projects that are dependent on funding from Transport for London's (TfL) Active Travel Fund (TP002, TP003). The current short term funding settlement between TfL and the government runs until the end of June 2022, with a new funding settlement expected after this point. The viability of these actions will continue to be assessed depending on the amount of funding made available following future anticipated funding settlements between TfL and the Government.

11.0 Legal Implications

- 11.1 The Climate Change Act 2008 (the Act) is the statutory basis for the UK's approach to tackling and responding to climate change. The Act places a legal duty on central government to set legally binding targets to reduce UK greenhouse gas emissions to net-zero by 2050.
- 11.2 Section 106 of the Town and Country Planning Act 1990 enables the council to enter into a legal agreement with developers to mitigate the impacts of a development proposal. The Council enters into section 106 agreements with developers to secure carbon offsetting contributions on the basis that they are to be spent on the implementation of projects to reduce carbon emissions in its area to offset the proposed shortfall in meeting London Plan targets. The proposals set out for the expenditure of those carbon offsetting contributions secured through the section 106 process are in compliance with the terms of the Council's section 106 agreements.

12.0 Equality Implications

- 12.1 The council, as a public authority exercising public functions, is subject to a general public sector equality duty (PSED) under section 149 of the Equality Act 2010 (EqA). The PSED requires public authorities to have 'due regard' to:
- The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the EqA
 - The need to advance equality of opportunity between persons who share relevant protected characteristic and persons who do not share it. This involved having due regard to the need to:
 - Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic
 - Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it
 - Encourage persons who share the relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low
 - The need to foster good relations between persons who share a relevant and protected characteristic and those who do not share it. This includes having due regard to the need to tackle prejudice and promote understanding.
- 12.2 A full Equalities Impact Assessment (EIA) was published on the council's website upon the adoption of the Climate and Ecological Strategy in April 2021. This EIA remains relevant to the development of the new Plan, with new areas of focus and actions being put forward which are likely to further support those identified in the EIA as being more vulnerable to the direct and indirect impacts of climate change.

13.0 Property Implications

- 13.1 There are number of proposed actions in the new Plan which will have a positive impact on greening the council's corporate estate.

14.0 Environmental Sustainability Implications

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

15.0 Proposed Engagement with Ward Members and Stakeholders

- 15.1 As noted in paragraph 4.5, engagement with residents via the 'Let's Talk Climate: Waste and Green Space' programme took place between late 2021-early 2022 and the feedback received from residents has informed the development of the new Plan.

- 15.2 As noted within this report, the local community will be fully engaged as part of the process for developing and implementing the new pilot Sustainable Neighbourhoods.
- 15.3 A Members' Learning and Development session will be held to reinforce councillors' role as community leaders in leading by example on tackling the climate and ecological emergency and embodying the council's carbon neutrality aims.
- 15.4 Relevant ward members for the proposed pilot Sustainable Neighbourhood areas will be briefed and engaged accordingly as key stakeholders.

Report sign off:

Shazia Hussain

Assistant Chief Executive

Appendix A – Climate & Ecological Emergency Strategy 2022-2024 Delivery Plan

PART A: New focus areas – Place-based Approach, Community Wealth Building and Helping with the Cost of Living							
Ref No.	Action	New focus areas			Strategy Theme	Lead Dept	Financial Implications
		Place-based approach	Community Wealth Building	Cost of Living			
CRW 001	We will open the first ‘Library of Things’ in Brent	<i>Delivered via a hub, library or other community location</i>		<i>Borrowing items at a lower price than buying new</i>	Consumption, Resources and Waste	Assistant Chief Executive's	Funding from existing budgets
CRW 003	We will offer a free internal food caddy to every resident living in a flat <i>(rolled over from 2021-22 delivery plan)</i>	<i>Pilot in Sustainable Neighbourhoods to inform roll-out across borough</i>		<i>Encourages people to waste less food, saving money in the process</i>	Consumption, Resources and Waste	Regeneration & Environment	Funding from existing budgets
CRW 004	We will develop and pilot a new re-use and repair hub in a locality area, with support from the West London Waste Authority and third sector partners	<i>Target in Sustainable Neighbourhoods</i>		<i>Repair/re-use saves money over buying new</i>	Consumption, Resources and Waste	Regeneration & Environment	Funding from existing budgets
TP 002	We will transition 26 School Streets to permanent schemes, and introduce new ones where possible	<i>Target schools within Sustainable Neighbourhoods</i>		<i>Encourages parents to use more sustainable transport methods, saves on petrol/diesel</i>	Sustainable Travel	Regeneration & Environment	Externally funded via TfL
TP 003	We will work together with residents to design and implement new Healthy Neighbourhood Schemes	<i>Contributes to sustainable neighbourhoods</i>		<i>Encourages people to use more sustainable transport methods, saves on petrol/diesel</i>	Sustainable Travel	Regeneration & Environment	Externally funded via TfL
TP 004	We will install at least 180 new EV charge points and aim to increase number by accessing external grant funding where possible	<i>Target areas of demand in the borough</i>	<i>Businesses shifting to EVs saves money on petrol/diesel journeys in operations</i>	<i>Residents shifting to EVs saves money on petrol/diesel journeys</i>	Sustainable Travel	Regeneration & Environment	Various external grants funding
TP 005	We will continue to expand the programme of installing new bike hangars across borough	<i>Target areas of demand in the borough</i>		<i>Supporting people in moving to more sustainable transport methods, saves on petrol/diesel</i>	Sustainable Travel	Regeneration & Environment	Various external grants funding
TP 006	We will expand the borough's existing Cargo Bikes schemes	<i>Target areas of demand in the borough</i>	<i>Businesses shifting to cargo bikes, even for last mile of a journey, saves money on petrol/diesel journeys in operations</i>	<i>Can be used for short journeys, saves on petrol/diesel</i>	Sustainable Travel	Regeneration & Environment	Part externally funded, part from existing budgets
TP 007	We will increase the number of schools with School Travel Plans and seek to improve on the existing baseline of those which are accredited ‘Gold’, ‘Silver’ or ‘Bronze’	<i>Target schools within Sustainable Neighbourhoods</i>		<i>Also encourages parents to use more sustainable transport methods, saves on petrol/diesel</i>	Sustainable Travel	Regeneration & Environment / Children & Young People	Funding from existing budgets

HBBE 001	We will explore the development of a Local Area Energy Plan for West London, with a particular focus on Park Royal, in partnership with the OPDC and neighbouring boroughs	<i>A focused place-based approach in addition to the pilot Sustainable Neighbourhoods</i>	<i>Solar panel project, district heating and wider LAEP has potentially to save businesses in Park Royal money on energy bills</i>		Homes, Buildings and the Built Environment	Assistant Chief Executive's / Regeneration & Environment	Funding from existing budgets
HBBE 004	We will begin retrofit work to at least 3 Tower Blocks (rolled over from 2021-22 delivery plan)		<i>Provide local work experience/apprentice ships/jobs to local people – particularly from supply coming through Green Skills Centre</i>	<i>Retrofitting and reducing the need to have heating on in the first place, reduction in energy bills</i>	Homes, Buildings and the Built Environment	Community Wellbeing	Funding from existing budgets
HBBE 006	We will deliver further retrofitting projects via the council's Carbon Offset Fund	<i>£1.2m in Offset Fund pipeline, potential to direct investment within Sustainable Neighbourhoods</i>	<i>Provide local work experience/apprentice ships/jobs to local people – particularly from supply coming through Green Skills Centre</i>	<i>Retrofitting and reducing the need to have heating on in the first place, reduction in energy bills</i>	Homes, Buildings and the Built Environment	Assistant Chief Executive's / Community Wellbeing	Funded via developer contributions
HBBE 007	We will develop and implement employer requirements for energy efficiency standards within all new council housing	<i>Impacts on Development-led pilot – influencing design of schemes</i>		<i>New builds being built to highest energy efficiency standards from outset will save on energy bills</i>	Homes, Buildings and the Built Environment	Community Wellbeing	Funding from existing budgets
HBBE 008	We will explore and identify an opportunity for an exemplar net zero new build within New Council Homes Programme pipeline	<i>Impacts on Development-led pilot – influencing design of schemes</i>		<i>New builds being built to highest energy efficiency standards from outset will save on energy bills</i>	Homes, Buildings and the Built Environment	Community Wellbeing	Further work required to understand Financial Implications
HBBE 009	We will review developments within our New Council Homes Programme pipeline to ensure that all aspects of sustainability are holistically addressed, with a special focus on the proposed development plans for St Raphael's Estate	<i>St Raphael's would form part of wider place-based approach</i>		<i>Retrofitting, active travel provision, better waste facilities etc which could form part of scheme, could help to reduce bills and costs to residents</i>	Homes, Buildings and the Built Environment	Community Wellbeing	Funding from existing budgets
HBBE 010	We will review the development pipeline for Growth Areas in line with the provisions of the new Local Plan, to ensure that all aspects of sustainability are being addressed wherever possible	<i>A wider review / monitoring of the pipeline may provide new place-based opportunities for action</i>			Homes, Buildings and the Built Environment	Regeneration & Environment	Funding from existing budgets
SC 001	We will identify and undertake engagement with communities on development of three pilot 'Sustainable Neighbourhoods'	<i>Cross-cutting and integral to all three areas of focus</i>			Supporting Communities	Assistant Chief Executive's – supported by all depts.	Funding from existing budgets
SC 002	We will provide targeted support to businesses through energy efficiency grants, carbon footprinting and a new climate charter	<i>Businesses identified within Sustainable Neighbourhoods pilot area – bespoke target engagement</i>	<i>Support businesses to shift to more sustainable operating models, saving money</i>		Supporting Communities	Regeneration & Environment	Funding from existing budgets

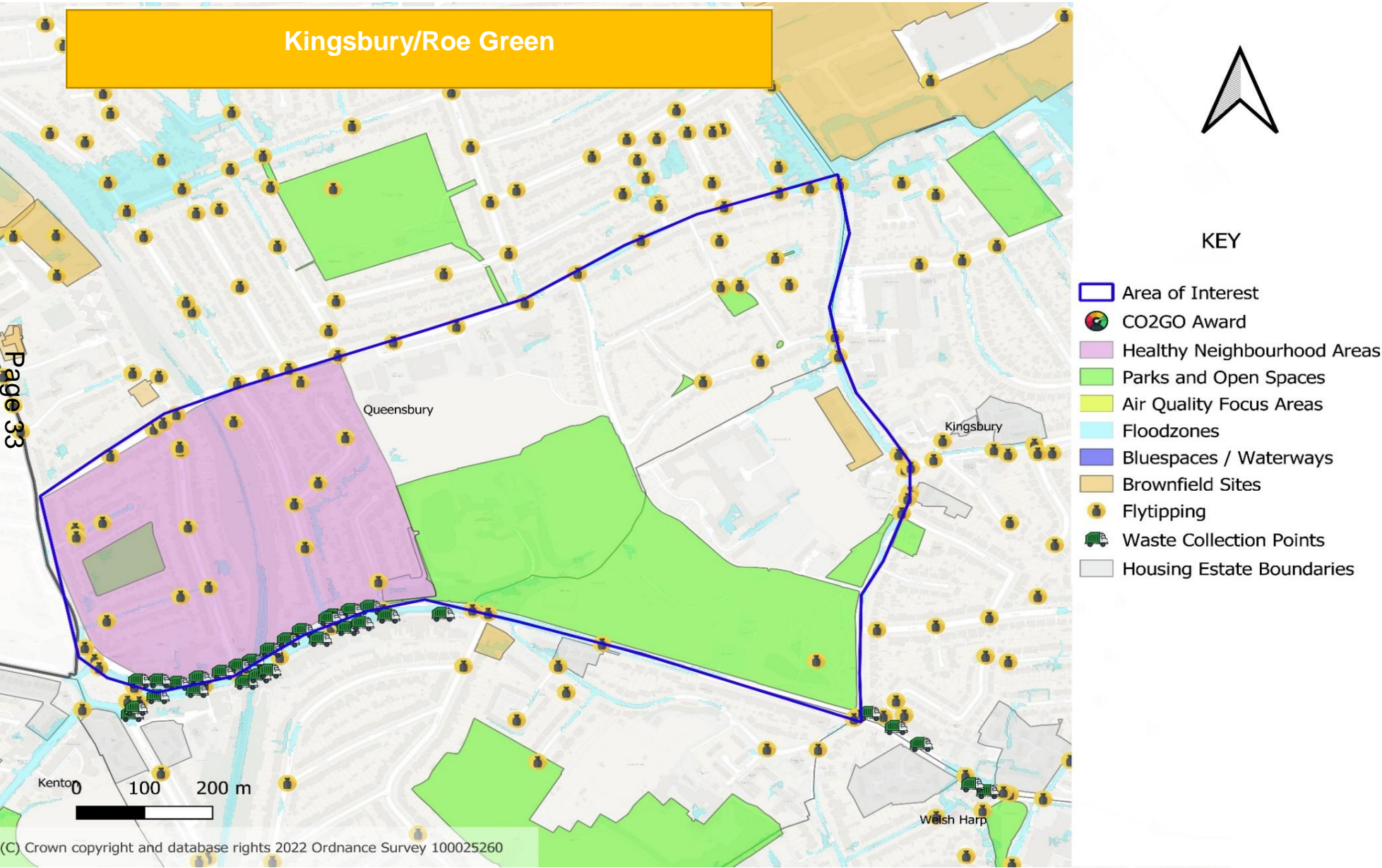
			<i>on bills and operational costs</i>				
SC 003	We will launch the new Green Skills Centre in Willesden		<i>Provide local work experience/apprentice ships/jobs to local people – particularly from supply coming through Green Skills Centre</i>	<i>Improved opportunities and job prospects</i>	Supporting Communities	Regeneration & Environment	Funding from existing budgets
SC 004	We will launch new sector based pathways scheme for unemployed people to take up 'green' jobs		<i>Provide local work experience/apprentice ships/jobs to local people – particularly from supply coming through Green Skills Centre</i>	<i>Improved opportunities and job prospects</i>	Supporting Communities	Regeneration & Environment	Funding from existing budgets
SC 005	We will develop and deliver improved Affordable Energy advice services, targeting the most vulnerable households in Brent			<i>Reduction in household energy costs</i>	Supporting Communities	Assistant Chief Executive's / Community Wellbeing	Funding from existing budgets

PART B – Other initiatives to be included - building on year one

Ref No.	Action	Strategy Theme	Dept. Lead	Financial Implications
CRW 002	We will deliver improved sustainability outcomes following the procurement of the new Redefining Local Services contracts renewals	Consumption, Resources and Waste	Regeneration & Environment	Funding from existing budgets
TP 008	We will adopt and implement an new updated Corporate Travel Plan for council operations	Sustainable Travel	Regeneration & Environment	Funding from existing budgets
HBBE 002	We will install the borough's first Living Wall on Willesden Green Library	Homes, Buildings and the Built Environment	Regeneration & Environment	Funding from existing budgets
HBBE 003	We will develop, consult upon, adopt and promote a Sustainable Design and Construction Supplementary Planning Document – to include additional guidance on policies in the Brent Local Plan and London Plan	Homes, Buildings and the Built Environment	Regeneration & Environment	Funding from existing budgets
HBBE 005	We will explore funding for a dedicated energy efficiency works programme within the Housing Asset Management Strategy	Homes, Buildings and the Built Environment	Community Wellbeing	Funding from existing budgets
HBBE 011	We will finalise our plans for the council to achieve net zero carbon emissions from the council's own estate and operations by 2030 <i>(rolled over from 2021-22 delivery plan)</i>	Homes, Buildings and the Built Environment	Assistant Chief Executive's	This plan is likely to have significant revenue and capital financial implications. These will be assessed as the plan and recommendations are developed.

NGS 001	We will continue the borough's existing tree planting programme – aimed at areas of low canopy cover, poor air quality and deprivation	Nature and Green Space	Regeneration & Environment	Funding from existing budgets
NGS 002	We will finalise completion of a new rain garden in Silver Jubilee Park	Nature and Green Space	Regeneration & Environment	Funded externally – s106
NGS 003	We will complete a new rain garden as part of Kensal Corridor scheme	Nature and Green Space	Regeneration & Environment	Funding externally – via TfL
NGS 004	We will implement new biodiversity information boards in Brent parks	Nature and Green Space	Regeneration & Environment	Funding from existing budgets
NGS 005	We will work with partners to create a new mini-forest in King Edwards Park	Nature and Green Space	Regeneration & Environment	Funding externally – via TfL
NGS 006	We will install new Bee and Bug Hotels in Brent parks	Nature and Green Space	Regeneration & Environment	Funding from existing budgets
NGS 007	We will refurbish Northwick Park Pavilion as the borough's first eco-pavilion	Nature and Green Space	Regeneration & Environment	Funding externally – via PSDS and S106
NGS 008	We will establish a wildflower area along the length of the river Brent feeder that runs through Northwick Park	Nature and Green Space	Regeneration & Environment	Funded externally as part of OPE programme
SC 008	We will improve the Brent Environmental Network to make the network more action focused and community-led	Supporting Communities	Assistant Chief Executive's	Funding from existing budgets
SC 009	We will improve and expand the Brent School Climate Champions Network	Supporting Communities	Assistant Chief Executive's	Funding from existing budgets
SC 010	We will pilot a community sustainability project with the Brent Multi-Faith Forum	Supporting Communities	Assistant Chief Executive's	Funding from existing budgets
SC 006	We will undertake a Net Zero Schools Retrofit and Engagement Project with at least five local schools	Supporting Communities	Children & Young People / Regeneration & Environment	Funding from existing budgets (one-off)
SC 007	We will develop and run a new sustainability communications campaign programme with an increased focus on how going green can benefit our residents and communities in their daily lives at a local level	Supporting Communities	Assistant Chief Executive's	Funding from existing budgets
SC 008	We will continue to deliver the Together Towards Zero Small Grants Scheme, providing funding to local community projects that contribute to reducing emissions and/or making Brent greener and more biodiverse	Supporting Communities	Assistant Chief Executive's	Funding from existing budgets

Appendix B – Climate & Ecological Emergency Strategy 2022-2024 Delivery Plan - Place-Based Approach: Recommended Sustainable Neighbourhood Pilots (Neighbourhood-Led)

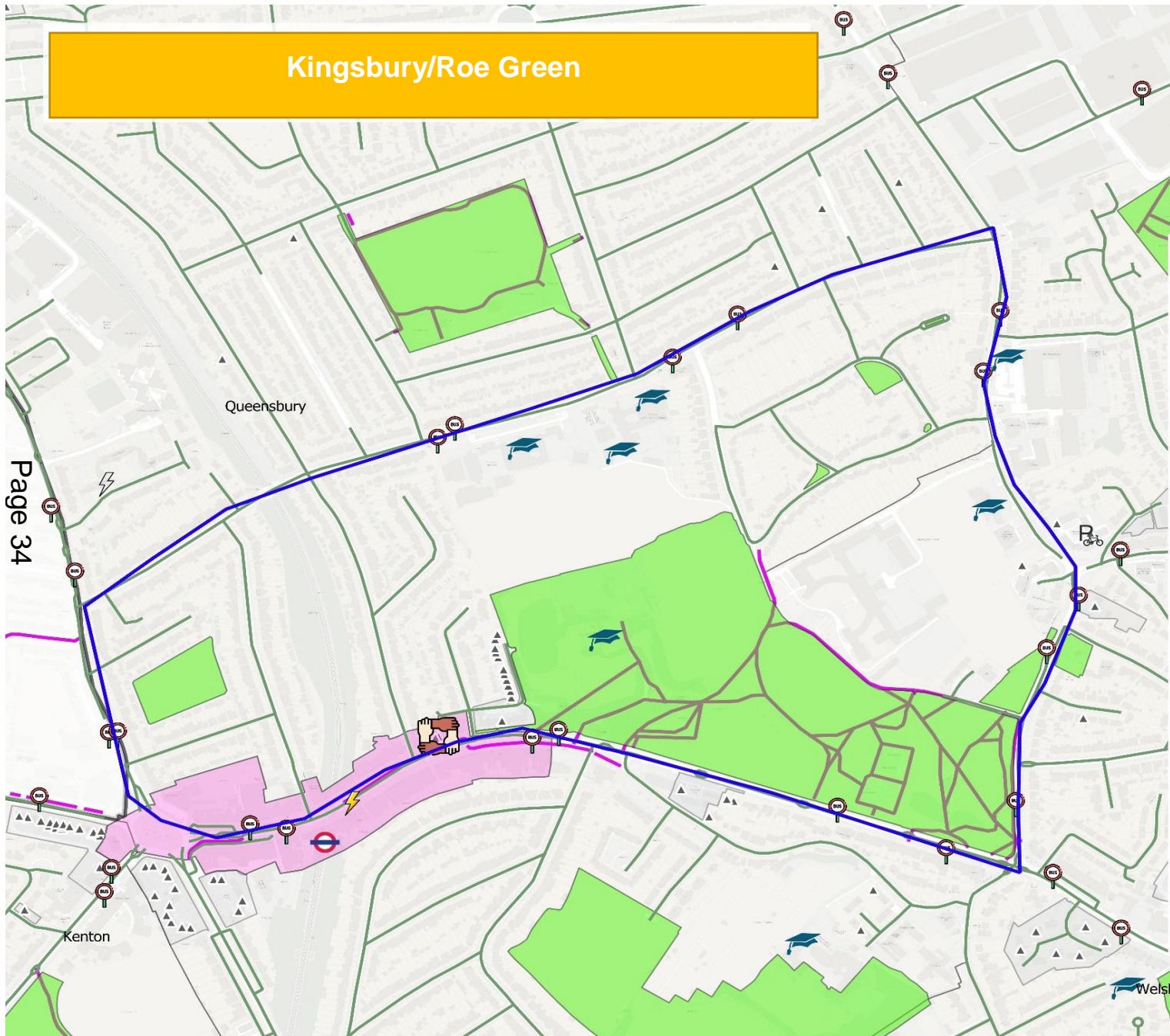


Kingsbury/Roe Green



KEY

- Area of Interest
- Family Wellbeing Centres
- Community Hubs
- Schools
- Parks and Open Spaces
- Town Centres
- Bus Stop
- Tube Station
- Railway Station
- Car Club Bays
- Cycle Hangers
- Cycle Hanger Requests
- Electric Vehicle Charge Points
- Electric Vehicle Charge Point Requests
- School Streets
- Cycle Lanes
- Council Properties
- Housing Estate Boundaries



Church End/Roundwood



KEY

- Area of Interest
- ● ● CO2GO Award
- Healthy Neighbourhood Areas
- Parks and Open Spaces
- Air Quality Focus Areas
- Floodzones
- Bluespaces / Waterways
- Brownfield Sites
- Flytipping
- 🚚 Waste Collection Points
- Housing Estate Boundaries

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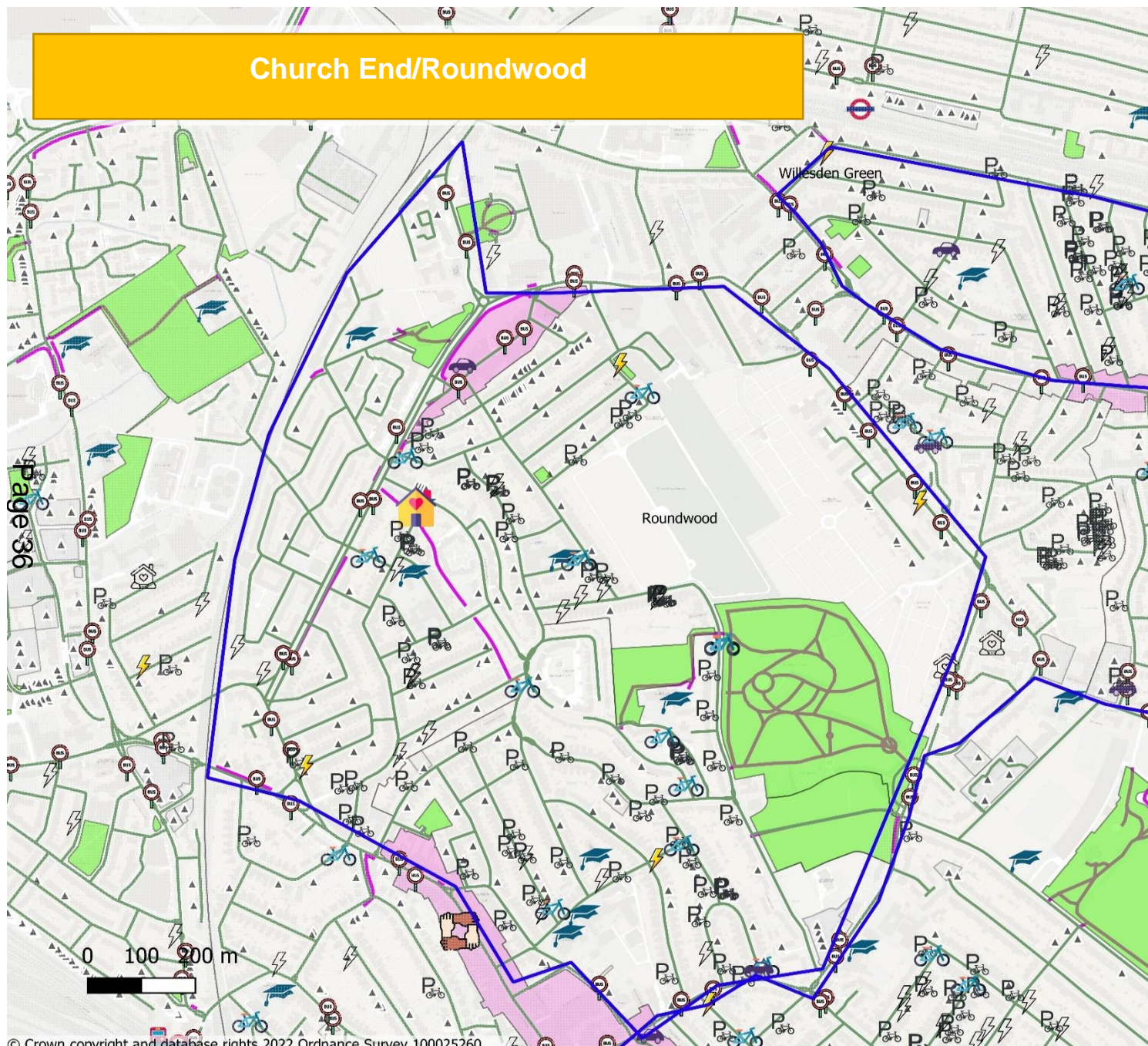
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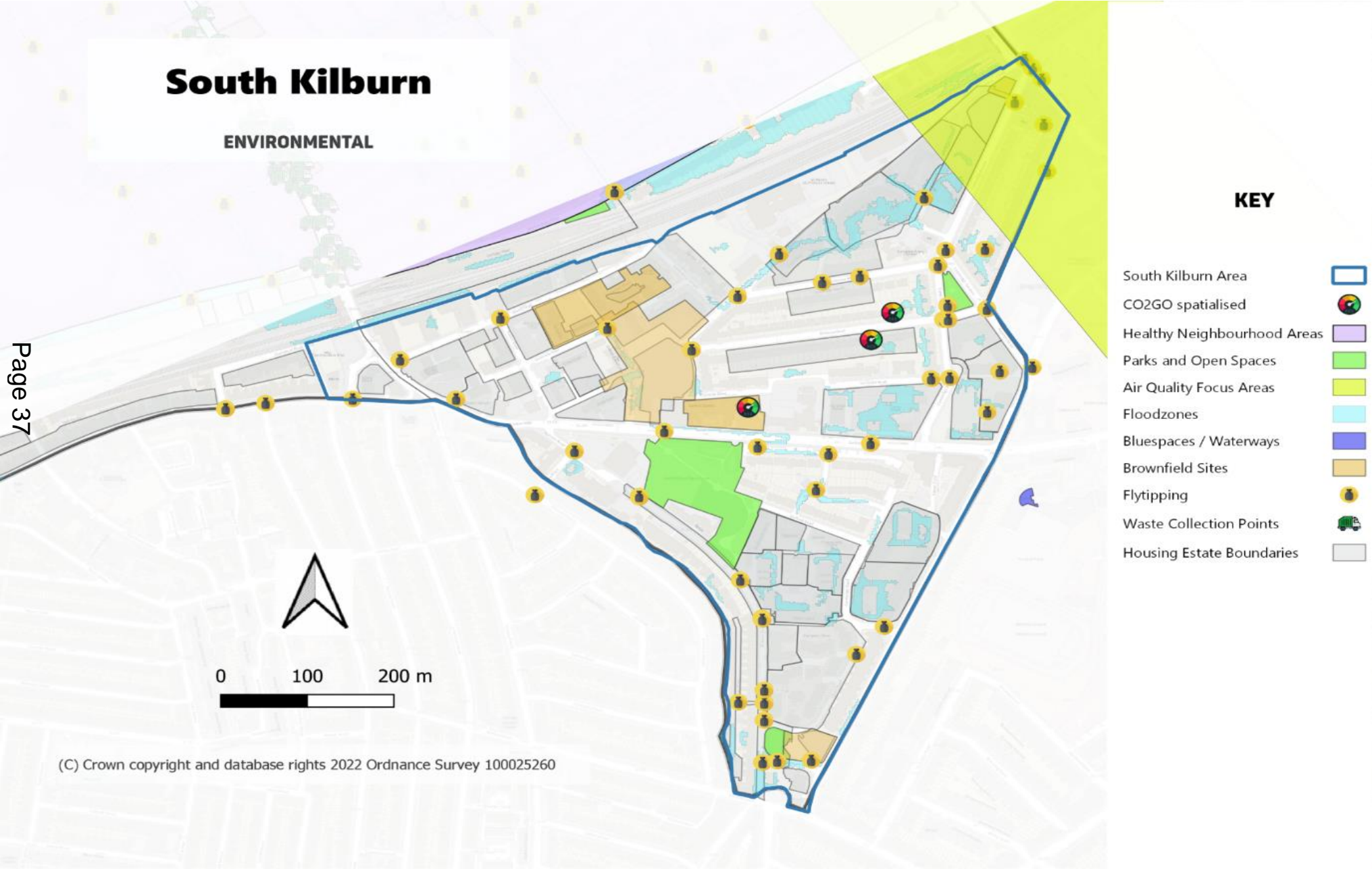
Church End/Roundwood



KEY

- Area of Interest
- Family Wellbeing Centres
- Community Hubs
- Schools
- Parks and Open Spaces
- Town Centres
- Bus Stops
- Tube Stations
- Railway Stations
- Car Club Bays
- Cycle Hangers
- Cycle Hanger Requests
- Electric Vehicle Charge Points
- Electric Vehicle Charge Point Requests
- School Streets
- Cycle Lanes
- Council Properties
- Housing Estate Boundaries





South Kilburn

TRANSPORT AND GENERAL

KEY

South Kilburn

Family Wellbeing Centres

Community Hubs

Schools

Parks and Open Spaces

Town Centres

Bus Stops

Tube Stations

Railway Stations

Car Club Bays

Cycle Hangers

Cycle Hanger Requests

Electric Vehicle Charge Points

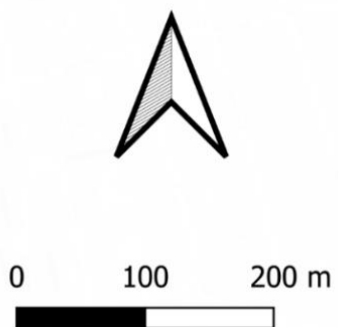
Electric Vehicle Charge Point Requests

School Streets

Cycle Lanes

Council Properties

Housing Estate Boundaries





St. Raphael's Estate

TRANSPORT AND GENERAL

KEY

- St. Raphael's Estate
- Family Wellbeing Centres
- Community Hubs
- Schools
- Parks and Open Spaces
- Town Centres
- Bus Stops
- Tube Stations
- Railway Stations
- Car Club Bays
- Cycle Hangers
- Cycle Hanger Requests
- Electric Vehicle Charge Points
- Electric Vehicle Charge Point Requests
- School Streets
- Cycle Lanes
- Council Properties
- Housing Estate Boundaries



Stonebridge

Appendix E – Brent Carbon Offset Fund / CO₂GO Funding Allocations

Proposed allocations following public vote at Participatory Budgeting 'Decision Day' on 29 January 2022

Pot 1			
Map number	Locality	Name & Address	Amount requested
1	Kilburn	15 Properties on 66 – 78 Princess Road NW6 5QX	£150k
2	Kilburn	6 Properties on 61 to 65 Princess Road NW6 5QT	£60k
3	Willesden	Community Building Nomads Explorer Scout Group; rear of 121-123 Randall Avenue, London, NW2 7SX	£10k
4	Willesden	Community Building Brent District Scout Council, Scout Approach, Village Way, Neasden, London, NW10 OLH	£10k
5	Kilburn	3 Properties on 106 - 108 Olive Road NW2 6UU	£30k
6	Harlesden	9 Properties on 27 Harlesden road NW10 2BY (all flats)	£90k
7	Harlesden	4 Properties on 57 - 61 Drayton Road NW10 4DG	£40k
Total:		37 Properties 2 Community Buildings	£390k

Pot 2			
Map number	Locality	Name & Address	Amount requested
1	Kingsbury & Kenton	Brookway Biodiversity Project Brookfield Crescent, Kenton, HA3 0UT	£10k
2	Kilburn	Advice for Renters 36-38 Willesden Lane, NW6 7ST	£20k
3	Kilburn	Ultra Education CIC The Granville, 140 Carlton Vale, NW6 5HE	£20k
4	Wembley	Hill Top Circle 408 Neasden Lane, NW10 0BT	£16k
5	Wembley	Diffusion Elite Security Space House, Suite 8, Abbey Road, NW10 7SU	£2.5k
6	Willesden	Bags for Life Clube dos Brasileirinhos 59, Randall Avenue, NW2 7SS	£1.5k
7	Willesden	Mums for Lungs 24 Brownlow Road, London, NW10 9QL	£10k
8	Wembley	Young Brent Foundation, Barham Community Centre, 660 Harrow Road, HA0 2HB	£18k
Total:			£98k

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Appendix F - Progress report on Climate and Ecological Emergency 2021-2022 Delivery Plan

Theme 1 – Consumption, Resources and Waste			
Action	Ref	Dept. Lead(s)	Progress Report
<p>We will improve waste collection and recycling infrastructure, in particular through offering free internal food caddies to all residents in the borough living in flats (<i>blocks of over 8 people with communal bins</i>), and through textile and electronic goods reuse and recycling initiatives</p>	R&E05	R&E	<p><u>Food Caddies:</u></p> <ul style="list-style-type: none"> Estimated that 1500 new caddies have now been delivered to council owned blocks. A re-assessment of the resources required for this action has been undertaken and a new high level project plan has been developed. The action has been rolled over into 2022-24 Delivery Plan accordingly to enable more time for completion. <p><u>Textile and electronic goods reuse and recycling initiatives</u></p> <ul style="list-style-type: none"> London's first Fixing Factory has launched in Brent at the Abbey Road Household Re-use and Recycling Centre. Local volunteer and professional repairers will repurpose computers for local school children out of adapted shipping containers, putting fixing on show and engaging residents dropping waste. Young people will be invited to learn and volunteer onsite, with training and work experience pathways. Besides daily repair, public events will be hosted demonstrating how laptops can have valuable second lives and facilitating deeper learning about solutions to the impacts of e-waste. Through working with West London Waste and the Restart Project, 20+ Brent based circular economy businesses have been added to the Restart Project's Repair Directory with this number expected to continue to grow. We held a free 'Clothes Mending Workshop' in collaboration with Sunny Jar Eco-Hub on Thursday 11 November 2021 during the Brent Climate Festival. We held a free virtual webinar entitled: 'The Recycling Process in Brent - What happens to your waste?' on Thursday 11 November 2021 during the Brent Climate Festival. This video remains freely available for residents to watch and learn about the process via the council's YouTube channel. We held a free virtual webinar on the low Carbon Circular Economy as part of 'A Beginner's Guide to the Climate Emergency' Webinar Series entitled: 'Reduce, Reuse, Recycle: Creating a Circular Economy'. This video remains freely available for residents to watch and learn via the council's YouTube channel.
We will work with the schools network of climate champions (Ref: CYP01) to undertake a gap-analysis of recycling/waste	CYP03	CYP / R&E	The analysis undertaken between the council and its waste contractor, Veolia, concluded that an initial area of focus should be on engagement and education with

facilities in all primary and secondary schools, and develop and implement a schools-led plan to improve recycling opportunities in schools across our borough			<p>schools around recycling in the first instance. This programme has taken four main forms:</p> <ul style="list-style-type: none"> • <u>Primary schools e-learning lessons</u> - The pack of 3 e-lessons were sent to 67 primary schools in the Autumn term. Positive feedback was received from schools on receipt of these and sessions have been delivered in person to several schools. For example, the anti-littering lesson was delivered to Chalkhill Primary School alongside a litter-picking event in October 2021. • <u>Eco Leaders programme</u> - This 12 week mentorship programme was delivered to the eco club at Preston Manor School. The Veolia mentors ran four workshops with the class and provided guidance for them to develop their own sustainability project. The pupils have designed a project to make Preston Manor plastic-free, which includes an internal education campaign. Veolia awarded the club £300 from its Sustainability Fund to move on to the next stages of the project where the school will buy branded reusable water bottles and sell them to the pupils. The funds will be reinvested into the club for future campaigns. • <u>Sustainable Schools Competition</u> - The Competition encouraged secondary school and college students from Brent to submit a creative application (either an essay, video or annotated poster) to answer the following question: <i>"What is an environmental problem facing your school or local community, and how could you help to tackle it?"</i> The Competition ran until the end of October and received six submissions from pupils in Brent covering tree planting, anti-littering and waste prevention campaigns. The winner, Timothy in Year 9, received £300 for his school (St Gregory's) to run a food waste reduction and recycling campaign after submitting a detailed essay outlining his plan. Additionally, a group of Sixth Formers who submitted a video to create a new bee-garden at Preston Manor School have won some free seeds and resources from Veolia's Grounds Team to plan and help convert some unused land at their school into their garden. • <u>School Assemblies</u> - A rigorous schools education programme has been delivered in Brent consisting of several elements with 25 in-person and online assemblies having been delivered this year.
We will create apprenticeship and training pathways into the green circular economy (such as construction skills for retrofitting homes) through working in partnership with the United Colleges Group	R&E08	R&E	<ul style="list-style-type: none"> • Over the course of this year we have established a strong partnership with United Colleges to deliver a new Green Skills Centre at the Willesden Campus of College of North West London. Scheduled to open in summer 2022, the hub will offer a range of green skills courses for students in the local area and from across the city. The courses available at the new hub will focus on the green agenda and a wide range of construction and engineering subjects. Students will be able to learn about air source heat pumps, electrical vehicle charging, internal

			<p>and external wall insulation, and a variety of other sustainable technologies. The exciting and forward-thinking new hub will enable educators, employers, and other organisations to work in partnership to develop a programme that promotes employability, learning, and skills.</p> <ul style="list-style-type: none"> • We held a successful 'Brent Skills Summit 2021' which ran over two days as part of the Brent Climate Festival in November 2021. The first day was badged a 'resident's day' and focused on the green skills sector which is a growth sector in Brent to support businesses to recruit staff for their business recovery, and support for employees, apprentices or work placements via the Kickstart scheme. We heard from local and national employers, including Transport for London and Hitachi Rail. We also held a specific 'business focused' day which introduced the council's Climate Emergency Strategy and reflect upon COP26 and the local impact of the conference on Brent and highlighting local actions and initiatives that Brent organisations can get involved with to reduce their carbon footprint and become more sustainable. Across the two days 50 residents joined and 87 businesses joined the summit. • We arranged for the placement of first sustainability apprentice via council's Apprenticeship scheme – to Rype Office (re-usable office furniture) company in Park Royal – and hope to build on this in future years.
<p>We will work with West London Alliance boroughs to develop proposals to stimulate the sub-regional green economy and to encourage inward investment</p>	R&E10	R&E	<ul style="list-style-type: none"> • As outlined within action R&E08 above, there has been a sub-regional focus on developing green skills within the West London Economy and the new Green Skills Centre has been made possible thanks to a collaborative successful bid for half a million pounds of funding from the Mayor's Academies Hubs programme. A pan-London study by WPI Economics has identified 11 key sectors of green jobs that facilitate meeting net zero and broader environmental goals which could see at least 10,000+ new green jobs in West London by 2030. • The West London Green Homes Grant and Home Upgrade Grant schemes, which Brent is part of, were able to obtain around £40m in funding secured from government to upgrade 4000 fuel poor homes from Spring 2022, of which £3.5m is allocated to Brent homes (approximately 350 Brent homes). The schemes give homeowners the opportunity to transform their homes with a grant to pay for energy efficient improvements. The partnership will carry out smart energy efficiency retrofits across the participating boroughs. • We are also part of the relevant working groups being led by the London Borough of Hounslow to lead on developing the Green Economy both across London as a whole and sub-regionally in West London.

We will develop and implement a sustainable procurement policy that requires sustainable practices to be considered throughout our procurement and contract management procedures	CDS01	CDS	<ul style="list-style-type: none"> Our new procurement sustainability policy is complete and has been live for the last 12 months. The policy mobilises a potential £400m of council spending power towards tackling the climate and ecological emergency as all bidders for large council contracts now have to demonstrate how they will reduce emissions and operate sustainably during the delivery of services being procured. At a West London level a new sub-regional sustainable procurement policy, toolkit and charter for boroughs on sustainable procurement and have also been embedded into our tender process. We are also working with colleagues at a West London level to provide training and engagement sessions to businesses go through the policies in more detail and support businesses to adapt their operations to become greener and put themselves in the best position possible to secure council contracts going forward. Two training sessions of this nature have taken place.
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Theme 2 – Sustainable Travel (Transport)

Action	Ref	Dept. Lead	Progress Report
We will continue to introduce new active travel measures and deliver the council's Local Implementation Plan including Healthy (Low Traffic) Neighbourhoods and transitioning emergency school streets schemes to permanent schemes, as well as creating new schemes, all measures subject to available funding	R&E01	R&E	<ul style="list-style-type: none"> <u>School Streets</u> – Positive progress has been made on the implementation of School Streets around the borough. In 2021-22, we implemented 30 emergency school streets outside of 33 schools. Of these 30 schemes, 26 are now to be made permanent. We are also looking to expand the programme and to date we have plans for an addition 3 school streets, subject to consultation. Officers will prepare a report for consideration by the Council's Cabinet on the future approach to expanding School Streets and a policy on the prioritisation and use of CCTV enforcement cameras and exemptions. <u>Healthy Neighbourhoods</u> – The council's delivery of Healthy Neighbourhood schemes in the borough encountered public opposition, which was reported to the council's Cabinet in January 2022. As a result, one Healthy Neighbourhood in the Stonebridge/Harlesden area has been implemented. The remaining four schemes which were being trialled at Olive Road, Dollis Hill, Preston Road and Tokyngton and Wembley area schemes have been removed. It is acknowledged that collaborative design with the community would help to engender public support for future measures, and these will need to be effective in preventing through traffic and trialled for a longer period, potentially 12 months. This action is therefore being rolled over into the 2022-24 delivery plan, with officers preparing a report for consideration by the Council's Cabinet on the future approach to developing and delivering Healthy Neighbourhood schemes. The development and implementation of future schemes will depend on future funding being made available for that purpose.

<p>We will continuing our Electric Vehicle charge point programme, and deliver:</p> <ul style="list-style-type: none"> • 250 new lamp column charge points • 100-in kerb charge points (trial) • 40 Source London charge points 	R&E02	R&E	<ul style="list-style-type: none"> • We have made significant progress with the expansion of the Electric Vehicle Charge Point programme in Brent this year with 383 new chargers now operational/ The breakdown of the chargers against the original targets are: <ul style="list-style-type: none"> → 242 lamp column chargers → 41 Source London chargers → 100 Trojan Energy in-kerb EV charge points have been installed and the charging lances circulated to the residents who signed up to the two trial schemes. A minimum 3 month monitoring period is now underway and we are currently exploring the potential to expand the scope/size of the trial utilising funding through the recently launched Low Emission Vehicle Infrastructure (LEVI) pilot scheme. • In March, Cabinet gave approval for the Council to enter into a Partnership and Funding Agreement with Uber to expand the borough EVCP Network. We hope to shortly undertake a public procurement exercise to appoint a charge point operator(s) to install, operate and maintain up to 280 new on-street charge points at various locations across Brent. • We have also improved the amount of available information on charge points within Brent on the council's website and provided a link to 'Zapmap' to make it easier for residents to visualise and locate where there nearest chargers are to them. As part of the update of EVCP info on the Council's website, we are looking at creating a EVCP request map utilising the mapping tool in Citizen Lab. This will enable us to capture requests for new EVCPs in one location which will then be assessed and inform future charge point roll-out programmes. • We have sent out an expressions of interest to consultants for the development of an Electric Vehicle Charging Infrastructure Plan (EVCIP) for the Council, with the aim of setting out a clear approach to accelerating the delivery of publicly available EV charging infrastructure in the borough. The EVCIP will identify the range and types of public charging infrastructure required and locations and timescales for these; and to outline the various mechanisms available for funding and delivery of infrastructure going forward. It is hoped to have the plan completed by early Autumn.
<p>We will deliver 50 bike hangars across the borough</p>	R&E03	R&E	<ul style="list-style-type: none"> • 50 new bike hangars were delivered in the borough in 2021-22, taking the borough's overall total number of bike hangars to 104. Expansion of the council's bike hangar programme will therefore continue as an action into the 2022-24 Delivery Plan. • Officers will also be taking a report to Cabinet in summer 2022 on arrangements for the future management of the bike hangars.

We will purchase at least one cargo bike to be trialled by interested local businesses as part of a wider communications campaign to promote the air quality benefits of using of cargo bikes in day-to-day operations	R&E04	R&E	<ul style="list-style-type: none"> We engaged with local businesses/organisations in Harlesden on the sustainability benefits that can be provided by cargo bikes and undertook three successful trials accordingly with Sparks, Crazy Baker and Harlesden Mutual Aid group. We are building on this work by obtaining grant funding from the Departments for Environment, Food and Rural Affairs (DEFRA) as part of the Clean Air Villages for further cargo bike business engagement project which is now underway in Willesden Green. We purchased the council's first cargo bike in December 2021 which is currently being utilised at Brent Civic Centre. Staff members and teams are now in the process of receiving training and trialling the cargo bike for day-to-day use.
We will build on our work with all schools across the borough to develop sustainable travel plans, focusing on improving the number of 'gold accredited' travel plans and engaging and supporting schools who do not yet have a sustainable travel plan	CYP02	CYP / R&E	<ul style="list-style-type: none"> Accreditation process for School Travel Plans has completed for 2021-22 with 26 'gold' accredited school travel plans; 5 'silver' accredited; 4 'bronze' accredited. We will be continuing to engage with all of our schools to encourage them to undertake school travel planning as a key means of moving transport modes to and from schools to more sustainable methods.

Theme 3 – Homes, Buildings and the Built Environment

Action	Ref	Dept. Lead	Progress Report
We will undertake detailed energy assessments for the buildings on the council's estate, and develop a comprehensive plan for the council to achieve net zero carbon emissions from our own estate and operations by 2030.	R&E13	R&E / ACE (<i>changed since delivery plan publication</i>)	<ul style="list-style-type: none"> We secured £3.2m of government funding to improve the energy efficiency of 16 council-owned buildings across our estate in 2021-2, plus an additional £500k from the council's Recovery Fund for LED lighting upgrades as part of this work. This work remains in progress and is expected to complete in summer 2022. A holistic strategy for achieving net zero by 2030, drawing together all of the relevant emissions factors and scopes across our estate and operations, remains in development and will be carried over into the 2022-24 Delivery Plan. Heat Decarbonisation surveys for a number of buildings on our estate were commissioned and have since been received and are being analysed by the council's energy team. We are also in the process of re-procuring our car club contract and are undertaking further analysis and mapping of the council's overall fleet with the aim of transitioning to a low emission fleet as soon as practicable, as had been previously outlined in the wording of the council's Climate and Ecological Emergency Strategy. Overall, the council achieved a 3.1% reduction in emissions from council's corporate estate, streetlights and fleet this year and further reduction plans will be factored into the development of a comprehensive strategy for the estate and operations going forward.

We will deliver the first year of the tower block works programme, which will include retrofitting work to improve the energy efficiency of properties within at least three council tower blocks – beginning work to our target of an average of Energy Performance Certificate: B (EPC B) in our housing stock by 2030	CWB01	CWB	<ul style="list-style-type: none"> The first year of the tower block works programme was due to see work begin on three tower blocks – Kilburn Square, Manor Court and Lodge Court. Unfortunately there has been limited progress on this action in 2021-22 due to a delay in the procurement of the supply chain due to construction market conditions; and due to the need for a more extensive consultation with tenants and leaseholders. This action will therefore be rolled over as a specific action into the new 2022-24 delivery plan.
We will commission a detailed assessment of our own housing to identify the energy efficiency measures required and the potential costs for housing types, with consideration across all housing tenures	CWB02	CWB	<ul style="list-style-type: none"> The assessment of the council's own housing stock has completed and will provide a valuable basis for both the development of a comprehensive energy efficiency strategy for our own stock, and strengthen the evidence base for the council to submit bids for external funding to undertake retrofitting work.
We will undertake a number of retrofit pilots to improve the energy efficiency of a number of specific void properties in the council's own stock	CWB03	CWB	<ul style="list-style-type: none"> We have undertaken three pioneering retrofit pilots on void street properties within our own stock. The properties were fitted with thermal efficient internal and external insulation, energy efficient windows, energy saving heating and power source with photovoltaic panels on the roof. Smart House Measures will also be included to ensure monitoring of energy efficiency after the tenant has moved in. We will apply the learning of the retrofit work undertaken on these building archetypes to similar sites across our stock wherever possible.

Theme 4 – Nature and Green Space

Action	Ref	Dept. Lead	Progress Report
We will seek to expand our tree planting programme in the borough, targeting planting at areas of deprivation, poor air quality and canopy cover	R&E07	R&E	<ul style="list-style-type: none"> 661 new trees have been planted across the borough in 2021-22. We have also installed two new Green screens (ivy hedging) at two Brent schools (Harlesden Primary School and Our Lady of Lourdes Catholic Primary School) to help reduce air pollution exposure for children and increase biodiversity on these sites.
We will develop a comprehensive Green Infrastructure Vision for Brent for 2030 (which will include specific plans for boosting biodiversity, re-wilding, community schemes etc)	R&E06	R&E	<ul style="list-style-type: none"> We have completed a new Green Infrastructure Vision for Brent for 2030, which aims to bring together a multitude of strands that provide an opportunity to develop a green infrastructure throughout Brent. It links to the objectives set out in the Council's Climate and Ecological Emergency Strategy, as well as the Borough Plan, our Local Plan and the draft Long Term Transport Strategy. It also draws on London wide initiatives such as the National Park City and the Mayor of London's Environment Plan. Its aim is to demonstrate the links for the provision of greening and environmental enhancement that can be found in many seemingly unrelated areas, all with the objective of making Brent the greenest borough in London by 2030. A link to this document is provided on the climate emergency webpage.

We will develop a Climate Resilience Plan for the borough	R&E12	ACE (<i>changed since delivery plan publication</i>)	<ul style="list-style-type: none"> We have completed a new Climate Adaptation and Resilience Plan for the borough. The aim of this document was to assess the key climate-related risks facing Brent and sets out a framework for adaptation and resilience. The substantive focus of this document prioritises the following key themes: flooding, extreme heat, drought and water shortages, and extreme cold, which are assessed as being the highest climate-related risks facing Brent. This document identifies the impacts of the four areas above and provide breakdown of key sector risks. In particular, focusing on identifying the public health risks groups and areas most vulnerable to the consequences of climate change, plus the potential impact on infrastructure and the natural environment. It also sets out proposals for adaptation going forward. A link to the visual version of this document is provided on the climate emergency webpage.
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Theme 5 – Supporting Communities


Action	Ref	Dept. Lead	Progress Report
<p>We will launch the Brent Climate Offset Fund to incentivise domestic and non-domestic energy efficiency and renewable energy measures</p>	ACE01	ACE	<ul style="list-style-type: none"> We launched the first tranche (£500k) of the council's Carbon Offset Fund (CO₂GO) through a Participatory Budgeting process earlier this year. Our residents have been at the heart of the process throughout as a resident planning group was recruited and tasked with: Developing the eligibility criteria and programme; designing all communications materials; promoting the programme and application process to local groups and residents; and promoting the decision day event across the community. Two pots of funding were made available as part of the process: <ul style="list-style-type: none"> → Pot 1 - A total of £400k was available to reduce carbon and save energy costs to households and community buildings across Brent. Residents were able to apply for up to £10,000 per household and were able to join up with others in their community to form clusters of connected houses, flats or a combination. → Pot 2 - A total of £100k was available for organisations and groups of residents to apply for between £500 and £20,000 for projects that deliver education and awareness to reduce the carbon footprint in Brent. The community 'Decision Day' was held as a virtual event on 29 January 2022 where Brent residents were encouraged to vote on the applications received to deliver sustainability and carbon reduction initiatives in their local area. The event attracted a total number of 75 attendants to the Pot 1 voting event and 127 number to the Pot 2 voting event. Pending Cabinet approval, in total, 7 sustainability projects, equating to £390k worth of funding were allocated from Pot 1 and 8 sustainability projects, totalling £98k were allocated from Pot 2.

<p>We will continue to promote collaborative environmental action across the borough by developing and expanding the Brent Environmental Network</p>	ACE02	ACE	<ul style="list-style-type: none"> • We have continued to develop and expand the Brent Environmental Network which has obtained 2800+ sign-ups in 2021-22. As part of the operation of the network we have sent newsletters breaking down key topics to tackle the climate emergency, organised events for community organisations to be part of (such as our webinar series and the Brent Climate Festival 2021) and highlighted local sustainability events or initiatives which residents could get involved with amongst other things. • We have also established a number of sub-groups within the overall Brent Environmental Network Structure: a Community Advisory Group and the Brent School Climate Champions Network, and established an internal staff eco-champions group.
<p>We will launch a communications programme of sustainable home and lifestyle advice and resources to residents, including signposting to existing sources, to help them assess their own carbon impacts and make informed choices</p>	ACE03	ACE	<ul style="list-style-type: none"> • Linked to the action above – we have launched a communications programme via the information, newsletters and events provided via the Brent Environmental Network. For example, the Brent Climate Festival had an extensive programme of 20+ events that were all free for the public take part in and fostered engagement on the climate and ecological emergency by approximately 2500 residents. • We delivered six free webinars as part of the 'A Beginner's Guide to the Climate Emergency Webinar Series' to help to educate residents and break down the biggest topics in relation to sustainability. All of these remain freely available to view via the council's website: <ul style="list-style-type: none"> → Webinar 1: How travel is changing to beat climate change → Webinar 2: Food and its impact! → Webinar 3: How to make your home greener and save on energy bills → Webinar 4: Where does my waste go in Brent? → Webinar 5: Reduce, Reuse, Recycle: Creating a Circular Economy → Webinar 6: Creating greener communities: Why nature and biodiversity is vital • We launched a new Community Cookbook 'From Brent to Bowl' – which contained plant-based, or food-waste saving recipes from Brent residents to promote environmental sustainability in cooking • We organised a unique new photo exhibition Climate Change and My Religion which explored the ways in which faith informs our thinking about and motivation to act on climate change. The group of 11 religious leaders from the borough's mosques, churches, synagogues and temples were encouraged to share their perspectives on the climate emergency. From Imams to Reverends, all shared a belief that looking after the planet is central to their faith. As part of the project, they also pledged to take specific steps to reduce their environmental impact.

			<ul style="list-style-type: none"> We launched an engagement programme Let's Talk Climate: Waste and Green Space earlier this year, with the aim that this campaign would be the first of many Let's Talk Climate conversations that aim to get more people involved in talking about our impact on the environment. We ran a 'Green New Year' comms campaign at the start of the year which reached 218,716 people We have facilitated and promoted local community events on cycling for Bike Week in May 2021 and June 2022 We ran an anti-idling campaign which continues to educate motorists about the harmful effect on local air pollution of idling in a car We introduced new engine idling guidelines for staff and contractors and took the #EnginesOff pledge We ran 3 days of stalls in Town Centres (Church End, Wembley, Willesden Green) talking to residents about the need for climate action in the borough for London Climate Action Week 2021 We have also made sure that residents are kept abreast of recent developments relating to the climate and ecological emergency in the local area through regular updates and stories on the council's main corporate communications channels.
We will engage with school-led approaches on the climate emergency agenda, supporting the establishment of a professional network of climate emergency leaders/champions within schools to share best practice	CYP01	CYP	<ul style="list-style-type: none"> As mentioned under action ACE02, the Brent School Climate Champions has been established and all Brent schools have been invited to join. The group currently has representatives from 17 schools, and the council has also presented to 3 of the 5 schools clusters in the borough to encourage schools to take part and to play a more active role in tackling the climate and ecological emergency across the school estate. The group has discussed a number collective sustainability topics, and heard from expert external speakers in order to help spread learning and expertise in school settings. The Kingsbury School Cluster also organised a fantastic 'model COP26' as part of the Brent Climate Festival, with young people from seven schools presenting on the need to tackle climate change and provided with the opportunity to question council officers and councillors as to the council's role on tackling the climate and ecological emergency.
We will promote Brent's green business base and encourage the 'greening' of Brent businesses, by promoting business advice, incentives that are available and enable local supply chain opportunities, via the Brent for Business Meet the Buyer events, local	R&E11	R&E (<i>changed since delivery plan publication</i>)	<ul style="list-style-type: none"> We have developed 5 key Green Business Guides tailored to each of the five key business sectors operating in Brent – Retail, Hospitality, Construction, Office-Based Companies and Media and Creative. We also ran a five part webinar series for each of the five sectors entitled 'Going Green to Survive and Thrive'.

business associations, and the e-newsletter (with over 7,000 subscribers)			<ul style="list-style-type: none"> • We continue to regularly promote sustainability initiatives via the business section of the Brent Environmental Network and via the Brent for Business newsletter. • We have promoted and championed businesses, with Greenkit Ltd being crowned the 'Most Green Business' at the 2021 Small Business Saturday Awards and released this video of SEGRO delivering London's first net zero warehouse in Park Royal • We have also been successful in obtaining additional funding for improving the council's offer to SMEs which will be taken forward as part of the new 2022-24 Delivery Plan.
We will develop and launch a small grants programme for green community projects, to complement the Brent Carbon Offset Fund focused on carbon reduction in homes and buildings	ACE04	ACE	<ul style="list-style-type: none"> • We launched the Brent 'Together Towards Zero' small grants scheme which gives residents and community organisations the opportunity to apply for a grant of up to £1,000 towards one-off projects and initiatives to residents and organisations which support plans to tackle the climate change and ecological emergency in Brent and to improve local areas by making them greener, cleaner and more environmentally friendly. To date, 18 projects have successfully received funding and due to the amount of applications received and perceived popular demand, we will be rolling this grant scheme over to continue delivering as part of the 2022-24 Delivery Plan.

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	Cabinet 20 June 2022
	Report from the Director of Finance
Purchase of Blocks D and E and part of block A comprising of both affordable units and market units at Euro House, Fulton Road, Wembley HA9 0TF	

Wards Affected:	Wembley Park
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Part Exempt – Appendix 1 is exempt as it contains the following category of exempt information as specified in Paragraph 3, Schedule 12A of the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)"
No. of Appendices:	One Appendix 1 (Exempt) Draft Head of Terms
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Minesh Patel, Director of Finance 020 8937 4043 Minesh.Patel@brent.gov.uk Amanda Healy, Head of Finance 020 8937 5912 Amanda.Healy@brent.gov.uk Tanveer Ghani, Operational Director of Property & Assets 020 8937 1722 Tanveer.Ghani@brent.gov.uk

1.0 Purpose of the Report

- 1.1 This report seeks permission to negotiate and thereafter purchase a mix of affordable units in Blocks D and E and market units in Block A forming part of a development of Euro House, Fulton Road Wembley HA9 0TF. The Council will enter into an underlease for up to 60 years of Blocks A, D and E, from an Asset Special Purpose Vehicle (ASPV) who will have entered into a 999 year headlease with the freeholder. The freeholder is Crown Wembley LP. The

Council will have an option with ASPV to acquire the headlease for a peppercorn upon the expiration of the 60 year underlease. The site will be developed by a developer called Regal London. The scheme is due to start in September 2022 with an estimated practical completion date of Q4 2025 for the affordable rented homes.

- 1.2 To finance the purchase of this block, the Council will take a lease of up to 60 years from the ASPV, with rents set at current day social rents and indexed at CPI plus 1% subject to a cap of 5% and a floor of 1%. Upon completion of the underlease, a reversionary 939-year lease will be granted at nil rent or peppercorn.
- 1.3 The developer will continue to insure the premises during the construction and until completion of the contract.

2.0 Recommendation(s)

2.1 Cabinet is asked to:

- (i) Delegate authority to the Director of Finance in consultation with the Cabinet Member for Finance Resources and Reform and the Operational Director of Property and Assets to negotiate a unit mix of social and market units that delivers a financially viable scheme and the terms and thereafter enter into a underlease for up to 60 years (to be made between L.B. Brent and Asset SPV) in respect of the affordable homes and market units within the Fulton Road Development subject to (a) clean and marketable title (b) financial and legal due diligence, (c) all commercial terms having been agreed between the parties and (d) vacant possession, with a target completion date as soon as possible after the grant of the long lease of 999 years (the headlease).

3.0 Detail

- 3.1 The existing site measures approximately 1.29 ha in size and comprises the former headquarters of Euro Car Parts, a large self – contained two storey, detached warehouse building split over 5,000 square meters (Gross Internal Area). The planning application reference of the development is 21 / 2989.
- 3.2 The planning permission is dated 24 March 2021 for the redevelopment of the current site to provide five new blocks (A to E) ranging from part 12 to part 24 storeys in height which will be physically connected by a central podium level.
- 3.3 The developer is seeking a buyer for the affordable units. The ASPV has proposed a leasing arrangement where the Council pays rent for up to the first 60 years of the lease, with a reversion for the remaining 939 years for nil consideration.
- 3.3 In the current development, 218 affordable units will be provided through intermediate rented, shared ownership and London Affordable Rent tenures.

- 3.4 Through the proposed lease, the Council is aiming for a target mix that will remove all the intermediate units and replace them with the most affordable social rented units. In the proposed target mix, the Council has also negotiated an increase in the number of affordable units provided by the development to 252, an uplift of 34 more affordable units.

	Market	Shared Ownership/ Intermediate	London Affordable Rent	Social Rent	Total
Original Scheme	-	138	80	-	218
Proposed Scheme	46	-	-	252	298

- 3.5 The target mix has also been re-designed in favour of larger properties, increasing the number of 3 bed units by 33, to help support the sizes with greatest demand.
- 3.6 To allow for the increase in the number of genuinely affordable units, the target mix includes the acquisition of 46 market units which provides a subsidy that ensures the financial viability of the development
- 3.7 Of the 252 affordable units in the target scheme there will be 98 in Block D and 154 in Block E. The breakdown of the 252 social rented and 46 market rented homes are as follows:

	Market	Social Rent	Total
Block A	46	-	46
Block D	-	98	98
Block E	-	154	154
Total	46	252	298

	Studio	1 Bed	2 Bed	3 Bed	Total
Block A	-	33	9	4	46
Block D	-	30	35	33	98
Block E	-	28	74	52	154
Total	-	91	118	89	298

- 3.8 Through undertaking the proposed lease, the Council will be able to increase the delivery of affordable units whilst reducing the proposed rent level for all the affordable products and ensure a more optimal unit mix to meet the local housing need.

4.0 Former headquarters of Euro Car Parts

- 4.1 The former headquarters of Euro Car Parts is in Wembley. The development comprises the demolition and redevelopment of the site to provide the erection of five buildings ranging from ground plus 14 to 23 storeys; comprising up to

759 residential units, retail floorspace and workspace / storage floorspace, private and communal amenity space, car parking, cycle parking, ancillary space, mechanical plant, landscaping and other associated works.

- 4.2 The building occupies a prominent corner location at the junction of First Way, Fifth Way and Fulton Road in the south and west of the site. The site forms part of the Wembley Growth Area and is currently allocated in the adopted Wembley Area Action Plan and in the Council's recently adopted Local Plan (2021) for a mixed use, residential led scheme.

5.0 Financial Implications

- 5.1 The total cost of the lease based on a term of up to 60 years is circa £128M. The social rented units will sit within the HRA and the Council will utilise the most effective mechanism to manage the market rented units. There has not been an opportunity to purchase these units or vary the tenure and size mix through a traditional financing mechanism.
- 5.2 The proposed scheme provides a target of 252 affordable units and 46 market units to be delivered through the lease. To ensure the scheme is financially viable, the Director of Finance in consultation with the Lead Member for Finance and the Operational Director of Property and Assets will negotiate the optimal unit mix that supports the increased delivery of the affordable units from the original proposal. This may result in a variation in the affordable unit and market unit mix from the target mix described in section 3.4 above.
- 5.3 With the proposed target scheme converting 34 market units to social rented units, this will enable the Council to claim £100k per unit for the additionality provided by the scheme and £28k per unit for the remaining 218 affordable units. The total grant claim expected to fund this development is £9.5M.
- 5.4 It has been assumed that the Council will receive 100% Stamp Duty Land Tax (SDLT) relief based on the assumption that:
- a) The Council is deemed to be a relevant housing provider that is controlled by its tenants; and
 - b) The application of GLA grant receipts meets the requirements of a qualifying public subsidy.
- 5.5 These assumptions will need to be fully tested with the Council's tax advisors and HMRC. Failure to secure the SDLT exemption noted above would increase the cost of the scheme.

6.0 Legal Implications

- 6.1 Section 120 of the Local Government Act 1972 provides that

For or the purposes of —

- (a) Any of their functions under this or any other enactment; or
- (b) The benefit, improvement or development of their area.

The Council may acquire by agreement any land, whether situated inside or outside their area.

- 6.2 The Council will be purchasing a number of affordable homes and market units (to rent out) that will be rented to Council tenants. Section 79 of the Housing Act 1985 provides that the tenant of a Council property will be a secure tenant if in accordance with section 81 of the Housing Act 1985 the dwelling is the tenant's main or principal home. Accordingly, the provisions of the Housing Act will entitle the secure tenant to purchase their home under the right to buy scheme.
- 6.3 The Council has the power to dispose of property under Section 123 of the Local Government Act 1972 for the best price reasonably obtainable (This type of disposal would be covered under the General Consents and would not need specific consent under Circular 06/03).
- 6.4 The Council's Legal department will undertake all the necessary due diligence prior to the 60 year underlease being entered into. Accordingly, all the necessary searches and Title information will be examined prior to entering into the 60 year underlease to ensure that the Council will acquire the property with good and marketable title.
- 6.5 Section 9 of the Housing Act 1985 provides that the Council may provide housing accommodation —
 - (a) By erecting houses, or converting buildings into houses, on land acquired by them; or
 - (b) By acquiring houses.
- 6.6 The General Consent 2013 section A3 provides for the sale of properties on shared ownership lease terms.

7.0 Equality Implications

- 7.1 No equality implications have been identified.

8.0 Consultation with Ward Members and Stakeholders

- 8.1 This paper will be circulated to all Ward Members.

9.0 Human Resources / Property Implications

- 9.1 There are no further property implications or human resources implications in Relation to this report.

Report sign off:


Minesh Patel

Director of Finance

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

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	Cabinet 20 June 2022
	Report from the Strategic Director of Regeneration and Environment
CCTV Cameras for Brent Active Travel Programme: School Streets	

Wards Affected:	All Wards
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	Two Appendix A Exemptions Review Appendix B Evaluation and Prioritisation
Background Papers:	Cabinet Report 17 January 2022
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Debbie Huckle Team Leader, Safety and Travel Planning Tel: 020 8937 5570 Email: debbie.huckle@brent.gov.uk Sandor Fazekas Head of Healthy Streets and Parking Tel: 020 8937 5113 Email: sandor.fazekas@brent.gov.uk

1.0 PURPOSE OF THE REPORT

- 1.1 This report sets out a proposal for a CCTV camera enforcement protocol for the Brent Active Travel programme and associated exemptions. It details how locations for CCTV cameras for Brent school streets, current and future schemes will be prioritised.

2.0 RECOMMENDATION(S)

- 2.1 That Cabinet;

- (i) Notes the outcome of the exemptions review and agrees the officer recommendations in respect of exemptions for school streets enforcement contained within Appendix A of this report.
- (ii) Notes and approves the suggested approach to identify priority CCTV locations for school street schemes and CCTV camera enforcement protocol for implementation.

3.0 BACKGROUND

- 3.1 While the current council parking policy (2020) makes reference to the use of CCTV enforcement for school keep clear markings (fixed and mobile), moving traffic contraventions and ULEZ, there is limited information about the camera operations and no reference to exemptions.
- 3.2 Due to the speed of the implementation of school street schemes across London there is no consistent approach to the use of CCTV cameras and associated exemptions, therefore a Brent specific policy is required.
- 3.3 A school street (pedestrian and cycle zone) is a timed road closure that prevents parents from driving in the zone during school drop off and pick up times. Barriers and/or cones are placed across the road and signs displaying the times of operation are installed. Some exemptions currently apply which include residents living within the zone, blue badge holders, emergency services and deliveries.
- 3.4 School streets are key in helping Brent plan for a more sustainable and healthy future by encouraging people to walk and cycle, reducing air pollution and improving road safety and congestion. These schemes additionally support the longer-term climate and health objectives of the borough.
- 3.5 There are many benefits of using CCTV cameras to enforce our active travel programme and this report highlights these together with details of priority locations.

4.0 CCTV Cameras for School Streets Programme

- 4.1 CCTV cameras are currently in use for the two permanent school street schemes at Harlesden Primary and Wykeham Primary schools. Due to the locations of both of these schemes, one being in a cul-de-sac and one with an emergency access gate, they required only one camera per location.
- 4.2 Installing CCTV cameras at our priority school streets will be greatly appreciated by the schools as staff are currently managing these closure points at the start and end of the school day, which detracts from other school duties. In addition, some staff have been subject to verbal abuse from drivers who do not support these schemes.
- 4.3 To maximise the benefit of the CCTV cameras, it is proposed to use one camera for each of the priority schemes initially and to monitor the situation, installing additional cameras at those school streets where it would prove beneficial when

more funding becomes available. The priority locations identified will be subject to an assessment to ensure they are suitable for ANPR camera use.

- 4.4 Taking into account information gathered from officer visits, complaints and feedback from schools and residents, air quality and road safety data, all the schemes have been evaluated against the following criteria to establish their priority status:
- Air quality - NO₂, PM₁₀ and PM_{2.5} concentrations
 - Road safety - casualty data
 - School commitment – Travel Plan STARS accreditation
 - Non-compliance issues - unauthorised vehicles driving through and aggressive driver behaviour, police assistance required
- 4.5 Appendix B of this report provides details of the evaluation and lists the schools in order of priority.
- 4.6 It should be noted that the ANPR CCTV Cameras are re-deployable and can therefore be moved to different locations, if required.
- 4.7 Further discussions were held with the police to help identify any risks and they advised that all staff involved in the school streets operation should undertake the Action Counter Terrorism (ACT) ELearning workshop and all schools should develop a response plan for dealing with vehicle as weapon (VAW) style attack and put this into practice.
- 4.8 Officers will work with schools to promote sustainable travel and considerate driving and parking behaviour by parents and carers.

5.0 Exemptions for School Street CCTV Enforcement Schemes

- 5.1 A benchmarking exercise was undertaken with other London Boroughs to establish which ones currently enforce their school streets using CCTV, the process they use and details of exemptions they provide. This varies considerably amongst boroughs and can be controversial as these restrictions cover a length of road for specific periods and can restrict access for those with legitimate reasons to access the areas concerned.
- 5.2 Appendix A details the advantages and disadvantages of providing exemptions to the various categories for school streets. The table also includes officer recommendations based on this information together with discussions involving Cabinet Members.
- 5.3 The results of the Equalities Impact Assessment have also be taken into account when agreeing the exemption recommendations as detailed above.

6.0 CCTV Camera Enforcement Protocol

- 6.1 Once agreed, the locations for all CCTV cameras will published on the council's website together with details of the enforcement process that will be used.

- 6.2 As recommended by the council's consultants, the Project Centre, a dedicated officer will be employed to oversee the back office functions and deal with all correspondence relating to the active travel programme. They will be responsible for making sure it is fit for purpose, fair and transparent.
- 6.3 Details of the individual schemes will be sent to local residents to inform them of the hours of operation, roads affected and method for obtaining a permit if they are eligible.
- 6.4 All vehicles will be recorded as they enter the restricted zone during the prescribed times and the video footage will be reviewed by the dedicated officer and referenced against the record of permits allocated (white list) to see if the vehicle is registered for an exemption. Any vehicles that are not on the list will be issued with a Penalty Charge Notice (PCN).
- 6.5 The first batch of cameras will be installed in September 2022 when the schools return after the summer holidays and the first month will be used as a transition period to notify drivers that the barriers/cones are being removed and cameras have been installed. This will be supported by a communications plan which will contain key messages for schools, parents/carers and drivers. Information will also be placed on our website.

7.0 FINANCIAL IMPLICATIONS

- 7.1 The Twenty six cameras that have recently been purchased were funded from the TfL London Streetspace budget (Tranche 2) and DfT London Active Travel Emergency fund and cost £459,356.80 (£17,668 per camera) which includes the supply and set up.
- 7.2 A budget of £25k per camera is required to cover all the associated costs including back office systems, electrical supply, connections and street furniture (if required).
- 7.3 It is anticipated that the income generated will cover the initial cost of the camera within eighteen months. The typical yield of a PCN is £55 and this is recorded in the council's parking account which is currently used to meet the cost of concessionary fares, which allow older and eligible disabled Londoners to travel around the capital's transport network for free.
- 7.4 The cost of providing 43 ANPR cameras at all of our school streets is estimated at £1,075,000. Further CCTV cameras will be provided in future years as funding becomes available from Transport for London to deliver the Local Implementation Plan.
- 7.5 An additional staffing resource would be required to assist with the management of the CCTV cameras and to deal with enquiries and appeals, this is estimated to cost £30,000 per annum. From the two trial school streets, income is estimated at £16,500 per annum, for each site, with operating costs including maintenance and staffing costs estimated at £5,000 per annum.

- 7.6 Officers therefore predict that the costs for the additional resource and operation will be covered by the income generated taking into account the £16,500 per annum received from the two trial school streets. The number of PCN's issued will be monitored on a regular basis. Cameras can be relocated to another location if the compliance levels improve and the income does not cover the operational costs. While not anticipated, any financial shortfall will be met from existing R&E budget provision.

8.0 LEGAL IMPLICATIONS

- 8.1 The London Local Authorities and Transport for London Act 2003 (LLA&TfL) provides the legal framework for the enforcement of moving traffic contraventions by CCTV which includes the prohibition of 'no motorised vehicles' (indicated in the Traffic Signs Regulations and General Directions 2016 - TSRGD by sign ref 619), and 'Pedestrian and Cycle Zones' (indicated by sign ref 618.3C). These signs are located at the entry points for all BHNs and school streets and detail the times of operation and exemptions.
- 8.2 The Road Traffic Regulation Act 1984 provide a local authority the powers to make permanent Traffic Management Orders (TMOs) in order to manage their road network. There are specific purposes that TMOs can be used for, which includes among other preventing the use of the road by vehicular traffic of any kind which, or its use by vehicular traffic in a manner which, is unsuitable having regard to the existing character of the road or adjoining property.
- 8.3 Permanent TMOs are currently in place to reinforce the restrictions for the operational school streets and the regulations governing the process of making TMOs are set out within the Local Authorities Traffic Orders (Procedure) (England and Wales) Regulations 1996.
- 8.4 Officers have taken legal advice at various stages as to the requirements in relation to the promotion and making permanent of the operational school streets schemes and enforcing these through CCTV.

9.0 DIVERSITY AND EQUALITY IMPLICATIONS

- 9.1 The public sector duty set out at Section 149 of the Equality Act 2010 requires the council, when exercising its functions, to have due regard to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, and to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not share that protected characteristic.
- 9.2 An Equalities Impact Assessment for CCTV cameras for school streets schemes has been undertaken and the results of this have been taken into consideration as part of the exemption review process.
- 9.3 Officers are satisfied that there are no diversity or equality implications arising from this report and its recommendations.

10.0 CONSULTATION WITH WARD MEMBERS AND STAKEHOLDERS

- 10.1 The Cabinet Report on 17 January 2022 provides information on the consultation with ward members and stakeholders.
- 10.2 There will be further consultation / engagement for the installation of CCTV cameras at priority school streets.

11.0 STAFFING / ACCOMMODATION IMPLICATIONS (IF APPROPRIATE)

- 11.1 The report recommends a dedicated officer is employed to manage the back office functions associated with introducing CCTV cameras to the Active Travel programme.

Report sign off:

Alan Lunt

Strategic Director of Regeneration &
Environment.

Appendix A: Exemptions Review

School Streets

Exemption Category	Advantages of Exemption	Disadvantages of Exemption	Practicality	Officer Comments and Recommendations
Residents / Businesses located within the SS	Granting exemptions for residents & businesses will allow them to access / exit their properties without being inconvenienced.	The process of managing the exemption will require a robust system to manage applications and approving permits or exemptions although there may be scope to incorporate this into existing parking permit / PBM systems. Cost implications	Recommendation to have a designated staff member based in Parking Team to collate exemption list for all school streets looking to use Ringo or similar in the future	Grant exemption – YES Officers appreciate the work involved and cost to develop a permit system for the school streets and for a designated member of staff to oversee this but agree it is essential that all residents and businesses located within the SS zone must be able to gain access to their property during the hours of operation
Vehicles of Blue Badge holders, resident within the SS			Resident BB holders exempted as other residents as Permit holders as shown above	Grant exemption – YES As detailed above and the proposed CCTV cameras will help overcome the current obstacles of gaining access when school staff are not present to move the barriers/cones
Blue Badge holders, not resident within the SS	Blue Badge holders will be able to access their properties, or those they are visiting, more readily.	An issue around provision of this exemption is that the holder of the BB may not be the driver of the vehicle.	Impossible to ascertain by camera whether a BB is in use or not If the sign displaying the BB symbol is used then it applies to all BB holders which may become difficult to manage as the CCTV system is only reading the vehicle registration. The alternative is to use the ‘permit holder’ sign variant as resident BB holders will be exempted in the same way as other residents.	Grant exemption – NO Whilst officers appreciate that these Blue Badge holders may have mobility problems but as they do not live within the SS and require direct access to their home they are able to drive to their destination via an alternative route It was agreed that parents or children attending the school that have a Blue Badge can apply for a permit.
Emergency Blue Light services including London Ambulance Service but not private ambulances	Allowing access will ensure emergency service vehicles to respond as quickly as possible.	There are no clear disadvantages to emergency service vehicles (responding to emergencies) being exempted from the restrictions	‘Emergency services’ is not a permitted variant of the sign for this restriction without special authorisation from DfT but can be included in the supporting traffic order. Exemption should be discussed with local emergency services	Grant exemption – YES All agreed this is an essential requirement that all emergency services vehicles are exempt to ensure nobody is put at risk as the result on introducing a SS The emergency services will fully support this decision as CCTV camera enforcement was identified as their top priority via feedback from the trials. Note: Police requested we remove the clause ‘ <i>in an emergency only</i> ’ after the orders were already made. This will be addressed when the TMO is reviewed following approval of this report
Delivery vehicles	Vehicles (commercial vehicles) making deliveries to resident / business premises will be able access the respective properties. The exemption may also avoid any issues around the potential for a public inquiry in connection with the possible impact of the timings of the restrictions on loading	Granting exemption would require either a robust permit system to allow exemptions to be applied, which could not be done at short notice or, alternatively, to pick cases up at the review stage before PCNs are issued. Either will require additional resource to either manage exemptions or at the review stage. Other vehicles (i.e. non-commercial) would need to arrange deliveries outside the operational hours of the controls.	Commercial delivery vehicles should be readily identifiable at the review stage to avoid PCNs being issued in error	Grant exemption – YES Officers appreciate managing this element could be very complex and will require careful management at the footage review stage but it was agreed that residents and businesses located within the SS should still be able to have deliveries and whilst the One Network satnav system will highlight restrictions it is not always possible to change the time of a delivery. It should be noted that this is only for deliveries being made within the SS, if a driver is seen using this as a

				short cut or if a PCN is issued and evidence cannot be provided to show a delivery was being made the PCN will be upheld.
Carers	Allowing an exemption for carers may allow access to clients to be undertaken more readily.	Granting exemption here is likely to require a robust permit system to allow exemptions to be applied for, possibly at short notice, and which may require additional resource to manage.	Need to allow access to carers who are visiting residents. A dedicated email and phone number should be made available for residents to arrange visits	Grant exemption – YES Officers understand that this could be complex to manage especially if different carers are visiting the resident and also some family members carry out this role. It agree that carers should be allowed access as they are providing essential services to residents and t is not possible to arrange this outside of the SS hours of operation as most clients often require early morning visits to assist them with getting up, dressed etc.
Licensed Taxis (black cabs)	Taxis form an important transport option for many with mobility and visual impairments and recognise the Taxicard scheme which offers subsidised travel in licensed taxis to London residents with serious mobility impairments or who are severely sight impaired. It may be the case that taxis are not given a physical exemption as such but as they are readily identifiable from other traffic, PCNs could be cancelled at the review stage	It is unlikely to be possible to determine whether the passenger in the taxi is using the Taxicard or not and therefore the exemption could be subject to abuse.	UK regulations define a hackney carriage (black cab) as a taxicab allowed to ply the streets looking for passengers to pick up, as opposed to private hire vehicles (sometimes called minicabs), which may pick up only passengers who have previously booked or who visit the taxi operator's office. Black cabs should be readily identifiable at the review stage of any potential contraventions to ensure PCNs are not issued incorrectly	Grant exemption – YES Agreed to allow access as they provide a vital service for elderly and disabled residents and are easily identifiable
SEND / Taxicard transport services (school transport)	Allowing an exemption for medical appointment vehicles may allow access to clients to be undertaken more readily. SEND children will have safe access to school and their parents will not have to worry about them walking the last phase of the journey if they are capable of doing so.	It is not possible to determine whether the passenger in the vehicle is using the Taxicard or not and therefore a PCN would be issued (to the keeper of the vehicle) and an appeal required.	These vehicles are arranged by the school and should therefore have information to notify the council in advance of their arrival. Council or liveried vehicles should be readily identifiable at review stage	Grant exemption – YES Agreed access should be allowed as children using SEND transport have been assessed and alternative modes of travel are not a viable option. Some arrive in wheelchairs and others are only able to walk short distances. The vehicles are managed by the Council and easily identifiable at the review stage if the regular minibus isn't in use. With regards to Taxicard use it was agreed these vehicles should be exempt as they ae providing a vital service for residents that have serious mobility or visual impairments
Council operational vehicles (undertaking statutory services)	Allowing access for certain council vehicles will allow statutory functions to be undertaken as effectively as possible. The impact of the restrictions on refuse collection, street cleaning etc. would be significant if they had to be curtailed at the point of the restriction.	As the exemption to council vehicles isn't displayed it could lead to complaints around these vehicles seemingly ignoring the restriction, particularly if liveried as council vehicles. The term 'authorised vehicles' has been used on signs in some boroughs but requires special authorisation by DfT	Details of any relevant council vehicles should be able to be added to exempt list in advance or readily identifiable at review stage This is not a permitted variant of the sign for this restriction but can be included in the Traffic Order	Grant exemption – YES It was agreed these vehicles should be allowed access to ensure residents have access to statutory council services such as refuse collection. As no alternative route is available during the times of operation it could lead to significant delays providing these services.
Council and other public service staff with Essential User permits using their own vehicles (while undertaking statutory services) Non-essential services	These drivers would not have to plan or use an alternative or reschedule their visits	It is not possible to determine whether the vehicle has an ESU permit or not and therefore a PCN would be issued and an appeal required.		Grant exemption – NO As these officers are not carrying out statutory duties they can reschedule their visits around the restricted times or park outside of the SS zone and walk. These Council workers should lead by example and consider other modes of travel such as walking or cycling. This would help support Brent's travel and Climate Emergency Delivery plan.

Medical appointment transport	Allowing an exemption for medical appointment vehicles may allow access to clients to be undertaken more readily.	Granting exemption here is likely to require a robust permit system to allow exemptions to be applied, possibly at short notice	A dedicated email and phone number should be made available for residents / providers to arrange visits	Grant Exemption – YES Whilst officers appreciate it is not easy to identify these vehicles and requests for permit could be requested at short notice it is vital that residents living within the SS zone are able to access medical appointment related transport as they may not be able to walk to the end of the zone to meet up with the vehicle.
Covid19 volunteers	Allowing an exemption for Covid19 volunteers' vehicles may allow access to clients to be undertaken more readily.	Granting exemption here is likely to require a robust permit system to allow exemptions to be applied, possibly at short notice.		Grant exemption – NO Although the Covid19 volunteers are no longer operating in the borough it was agreed that if reinstated as with other Council officers they should lead by example and use alternative routes or modes of travel.
Dial-a-Ride	Allowing an exemption for Dial-a-Ride vehicles may allow access to clients to be undertaken more readily.		Dial-a-ride are clearly identifiable and should therefore be readily identified at the review stage to avoid PCN being issued.	Grant exemption – YES Agreed as they provide a vital service for elderly residents and those with mobility problems
Royal Mail	Allowing an exemption for Royal Mail vehicles may allow access for deliveries / collections to be undertaken more readily	As the exemption to Royal Mail vehicles isn't displayed it could lead to complaints around these vehicles seemingly ignoring the restriction. The term 'authorised vehicles' has been used on signs in some boroughs but requires special authorisation by DfT	Royal Mail vehicles are clearly liveried and can be identified at the review stage and contraventions not progressed to PCNs (i.e. effectively cancelled).	Grant exemption – YES As with delivery vehicles it was agreed Royal Mail vehicles should be exempt as they can be easily identified at the review stage, however it should be made clear to The Royal Mail that this is for deliveries being undertaken within the school street and not just to pass through.
Trades vehicles (builders etc.)	Allowing an exemption may allow trades persons to access their customers more readily.	Providing exemptions for the numerous vehicles that could fall within this category could negate the benefits of the scheme and could place a significant burden on the team checking applications etc.	Exemption not extended to this category and access would need to be arranged outside the operation of the restrictions	Grant exemption – NO Agreed that access can be arranged before and after the hours of operation.
Medical practitioner	Allowing an exemption for medical practitioners' vehicles may allow access to patients to be undertaken more readily.	It is unlikely to be possible to determine whether the vehicle is being used in relation to medical appointments or not and therefore the exemption could be subject to abuse. However, the provision of access in this case may be necessary to respond to emergency calls. These may have to be dealt with on appeal where PCN is issued	Essential for welfare visits	Grant exemption – YES Agreed this is essential for welfare visits and medical practitioners should have access to their patients at all times
Utility Providers	Allowing an exemption may allow utility providers to access their equipment and customers readily.	Providing exemptions for the numerous vehicles that would fall within this category could negate the benefits of the scheme and could place a significant burden on the team checking applications etc.	Emergencies only. Exemption may have to be provided but in the event of an emergency there may not be an opportunity to arrange / apply so any PCNs may need to be dealt with at appeal, possibly with supporting evidence of attending an emergency.	Grant exemption – NO Officers agreed that these drivers can gain access outside of the hours of operation, however access could be arranged in emergency circumstances such as burst water pipes and power cuts.
School Staff	Providing school staff an exemption will allow them to access the school premises / on-street parking within the HN more easily	Not providing an exemption may prevent staff from accessing parking facilities on the school grounds which may add difficulties for those carrying school materials, books etc.	For access to on-site parking on the school premises or on-street parking that staff have permits for	Grant exemption – NO As with Council workers school staff should be leading by example, promoting active travel and where possible using alternative modes of travel. This will help to support their school travel plan activities and hopefully encourage parents and children to do the same.

				As most school staff start work before the school street is in operation this will not affect them gaining access to on site car parks. In exceptional circumstances it would be possible to arrange emergency access providing this is to park on the school premises.
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Appendix B: Evaluation and Prioritisation

School	Scheme	Zone ID	NO2	PM2.5	PM10	Air Quality Total Score *	Collision data (CrashMap)	STARS	Driver Behaviour	Total Score
Sudbury Primary School	Perrin Road HA0 2NW	SZ26	27	11	16	54	9	1	2	66
John Keble / St Claudine's / Maple Walk	Crownhill Road NW10 4DR	SZ4	31	11	18	60	1	1	2	64
St Robert Southwell RC Primary	Slough Lane NW9 8YD	SZ31	30	11	17	58	1	1	2	62
Mora Primary School	Mora Road NW2 6TD	SZ7	29	11	16	56	3	1	2	62
Stonebridge Primary / Our Lady of Lourdes RC Primary	Shakespeare Avenue NW10 8NG	SZ11	30	11	18	59	2	1	0	62
Brentfield Primary	Meadow Garth NW10 0SL	SZ81	31	11	18	60	1	1	0	62
Our Lady of Grace Infants	Dollis Hill Avenue NW2 6EU	SZ12	30	11	17	58	2	1	0	61
St Marys CE Primary	Garnet Road NW10 9JA	SZ8	30	11	17	58	0	1	2	61
Ark Franklin Primary Academy	Harvist Road NW6 6HJ	SZ19	31	11	17	59	1	0	0	60
St Joseph RC Primary (Goodson Rd)	Goodson Road NW10 9LS	SZ5	29	11	17	57	0	0	2	59
St Joseph RC Primary (Northcote Rd)	Northcote Road NW10 9LJ	SZ52	29	11	17	57	0	0	2	59

School	Scheme	Zone ID	NO2	PM2.5	PM10	Air Quality Total Score *	Collision data (CrashMap)	STARS	Driver Behaviour	Total Score
Princess Frederica	College Road NW10 5TP	SZ18	30	11	17	58	1	0	0	59
Christchurch Primary	Clarence Road NW6 7TE	SZ10	31	11	17	59	0	0	0	59
St Joseph Infants & Juniors	Waverley Avenue HA9 6TA	SZ14	28	11	17	56	1	1	0	58
Leopold Primary School	Hawkshead Road NW10 9UR	SZ51	29	11	17	57	0	1	0	58
Northview Junior & Infant School	Northview Crescent, NW10 1RD	SZ17	30	11	17	58	0	0	0	58
Convent of Jesus & Mary Infants School	Park Avenue NW2 5AN	SZ16	29	11	17	57	0	1	0	58
Oakington Manor Primary School	Oakington Manor Drive HA9 6NF	SZ27	28	11	18	57	0	0	0	57
Elsley Primary School	Tokyngton Avenue HA9 6HT	SZ3	28	11	17	56	0	1	0	57
Kingsbury Green Primary School	Old Kenton Lane NW9 9ND	SZ23	27	10	16	53	1	0	2	56
Uxendon Manor Primary & Claremont High School	Falcon Way HA3 0TW	SZ25	25	10	16	51	1	1	2	55
Preston Park Primary School	College Road HA9 8RJ	SZ6	26	10	16	52	0	1	2	55
Mount Stewart Infant & Junior school	Carlisle Gardens HA3 0JX	SZ24	25	10	15	50	1	0	0	51

School	Scheme	Zone ID	NO2	PM2.5	PM10	Air Quality Total Score *	Collision data (CrashMap)	STARS	Driver Behaviour	Total Score
Kingsbury High	Bacon Lane NW9 9AT	SZ22	25	10	15	50	0	0	0	50

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 Brent	Cabinet 20 June 2022
	Report from the Strategic Director of Regeneration and Environment
Brent Bike Hangars	

Wards Affected:	All Wards
Key or Non-Key Decision	Key
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	One Appendix A Map of Bike Hangar Location Requests
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Debbie Huckle Team Leader, Safety and Travel Planning Tel: 020 8937 5570 Email: debbie.huckle@brent.gov.uk Sandor Fazekas Head of Healthy Streets and Parking Tel: 020 8937 5113 Email: sandor.fazekas@brent.gov.uk

1.0 PURPOSE OF THE REPORT

- 1.1 This report seeks approval to tender for the purchase and management of future bike hangars and transfer of the management and maintenance of current bike hangars. This will provide the council with the opportunity to reduce or remove subsidising costs and reduce and standardise the annual costs for future and existing bike hangar users. Increasing the number of bike hangars and reducing rental costs to residents will help to promote usage and therefore increase cycling in the borough.

2.0 RECOMMENDATION(S)

That Cabinet;

- 2.1 Notes the content of this report and the current bike hangar provision in the borough and the S106 funding that is currently available to provide additional hangars.

2.2 Notes the continued delivery of the bike hangar programme under the Waltham Forest Framework, with a negotiated reduction in rental charges.

2.3 Approves the tendering for a contract to purchase further bike hangars and the management and maintenance of all the boroughs bike hangars, for a period of 3 years with an option to extend for 2 years.

3.0 BACKGROUND

3.1 Brent council is actively promoting sustainable travel and encouraging more residents to cycle and to enjoy the many benefits that cycling brings, including reducing air pollution in the borough and improving health and well-being.

3.2 Local authorities are expected to make appropriate provision for cycle parking to support targets to increase cycling. In order to fulfil that role effectively, the quality of cycle parking is an important component in providing cycling infrastructure.

3.3 Bike hangars were developed in response to a growing demand for secure on-street parking particularly in areas where residents do not have access to private outdoor space. Bikes can block hallways and staircases in some properties and those left on street can be a target for cycle theft.

3.4 Following a successful trial in 2016 we have continued to install bike hangars when funding has been available and there are now 104 bike hangars installed in the borough.

3.5 To date we have approximately 300 additional individual requests for bike hangar spaces, with most of these requests being for two or three spaces for family members. The council estimates that an additional 50 bike hangars are needed to meet demand. The requests originate from 15 different wards, and are predominantly from the south of the borough, mainly Kilburn and Queens Park wards, although we have recently seen a rise in the number of requests from residents in Kensal Green, Willesden Green and Brondesbury Park. Appendix A provides a map of bike hangar requests.

3.6 At present, the majority of bike hangars are located at sites where there has been minimal impact in reducing on-street car parking capacity such as single yellow lines but as this has limited location choices, officers have considered and used parking bay spaces for some installed locations. These have been subject to consultation and the majority have received support from local residents.

3.7 During 2020, Scrutiny Committee questioned the cost of hangars to residents and made comparisons to the cost of a parking permit. While a hangar is more costly to provide and maintain than a parking permit, it was agreed that officers would explore opportunities to reduce costs to residents, as the numbers increase.

4.0 DETAIL

- 4.1 There are currently 104 bike hangar units installed around the borough. Under the current arrangements, there are three tiers of rental fees for hangars.
- For hangars installed prior to 2022, the full management and maintenance cost is £72 per hangar per year.
 - However, the council agreed to subsidise half of this cost (£36) for 3 years. After the initial 3 years, the council subsidy ceases and residents are charged the full £72 per hangar per annum.
 - For the new hangars installed early in 2022, the council was able to negotiate a reduction in management and maintenance costs of £48 per hangar per annum.
- 4.3 Each hangar accommodates 6 bikes, so for the majority of hangars that were installed before 2022, the total expected income from residents after the 3 year subsidy period ceases is £432 per annum, which covers the maintenance and management costs. Maintenance of the hangars include 2 visits per year to clean the interior and exterior of the hangars and ensure any significant damage is repaired. It is intended that as part of the tendering process, the cost to residents is standardised across the borough and reduced, in consideration of the Scrutiny Committee recommendation that it should be cheaper to park a bike than to park a car in Brent. The aim is for the costs to be reduced to £45 to £50 per bike hangar space per annum.
- 4.4 With increasing numbers of bike hangars, officers have looked at different options for their effective management and maintenance.
- 4.5 Officers have conducted soft market testing with both of our current suppliers to determine whether there is an opportunity to make savings for the installation and future management of bike hangars. Both companies confirmed that they are willing to take on the management and maintenance of all the bike hangars. Having considered the outcome of the soft market testing exercise, officers have concluded that outsourcing management and maintenance contracts provides the best value for the council and bike hangar users.
- 4.6 It is considered that a three year arrangement, with an option to extend for a further two years dependent upon performance, provides the optimum value for the council and users, based upon available funding and projected cost to the council and end users. These arrangements will enable us to review our contract after 3 years and carry out market testing to see if there are any further economies of scale savings or new suppliers which may offer better value for money in the future.

5.0 FINANCIAL IMPLICATIONS

- 5.1 Each bike hangar unit (containing six spaces) currently costs in the region of £4,000, including delivery and installation. Acquisition and installation funding is currently met from S106 developer contributions. Any maintenance or management costs will be met through the income received from the users. We

envisage the rental cost per space will be £45-£50 per year which compares more favourably with the lowest cost parking permit available for all but the greenest vehicles. There is, of necessity, a cost to be incurred for the physical maintenance of bike hangars which is not required for the provision of a parking bay with no additional physical infrastructure.

- 5.2 £300,000 of S106 developer funding has been secured for the installation of bike hangars. The cost of 40 Hangars procured under the Waltham Forest Framework was in the region of £155,000, with £49,500 expended on associated project related costs. There is therefore a residual budget of £95,500 that will be available for purchasing additional bike hangars following the tender process.
- 5.3 It is anticipated that a further £150,000 will be made available over the next 3 years from TfL Local Implementation Plan funding and further S106 developer funding to provide more cycle hangars.

6.0 LEGAL IMPLICATIONS

- 6.1 Planning permission for cycle parking facilities is not required under the Town and Country Planning Act 1990.
- 6.2 The Highways Act 1980 permits local authorities to place objects or structures on a highway for the purposes of providing a service for the benefit of the public or a section of the public.
- 6.3 The requirements of any necessary making of Traffic Management Orders are set out in the Road Traffic Regulation Act 1984.
- 6.4 The estimated value of the proposed call off contract is likely to fall below the threshold for Services and Supplies under the Public Contracts Regulations 2015 (the "PCR 2015") and the procurement is therefore governed in part only by the PCR 2015.
- 6.5 The procurement is subject to the council's own Standing Orders and Financial Regulations in respect of Low or Medium Value Contracts. Whilst Strategic Director/Operational Directors ordinarily have authority to approve the procurement of the contract using a framework, Cabinet approval is required where the decision falls within paragraph 12 of Part 3 of the Constitution, namely is a "Strategic and high level highways and transportation matter which includes decisions which affect 4 wards or more". As such Cabinet approval is required for the procurement and award of the proposed contract for the provision, maintenance and management of all of Brent's cycle hangars.

7.0 DIVERSITY AND EQUALITY IMPLICATIONS

- 7.1 The public sector duty set out at Section 149 of the Equality Act 2010 requires the council, when exercising its functions, to have due regard to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, and to advance equality of opportunity and foster good

relations between those who share a protected characteristic and those who do not share that protected characteristic.

7.2 There are no diversity implications arising from this report and its recommendations at this time.

7.3 An Equality Assessment will be carried out for any future proposals for cycle parking facilities after the consultation with all affected residents, businesses and other stakeholders and any implications considered when seeking authority to determine suitable locations for the new bike hangars.

8.0 CONSULTATION WITH WARD MEMBERS AND STAKEHOLDERS

8.1 Bike Hangar locations are agreed with suppliers, subject to consideration of the outcome of officer consultation with ward members, local residents, businesses and other stakeholders.

9.0 STAFFING / ACCOMMODATION IMPLICATIONS (IF APPROPRIATE)

9.1 There are no implications for council staff or for council accommodation arising from the recommendations in this report.

Related Document:

Cabinet Report – Brent Bike Hangars 9th March 2020

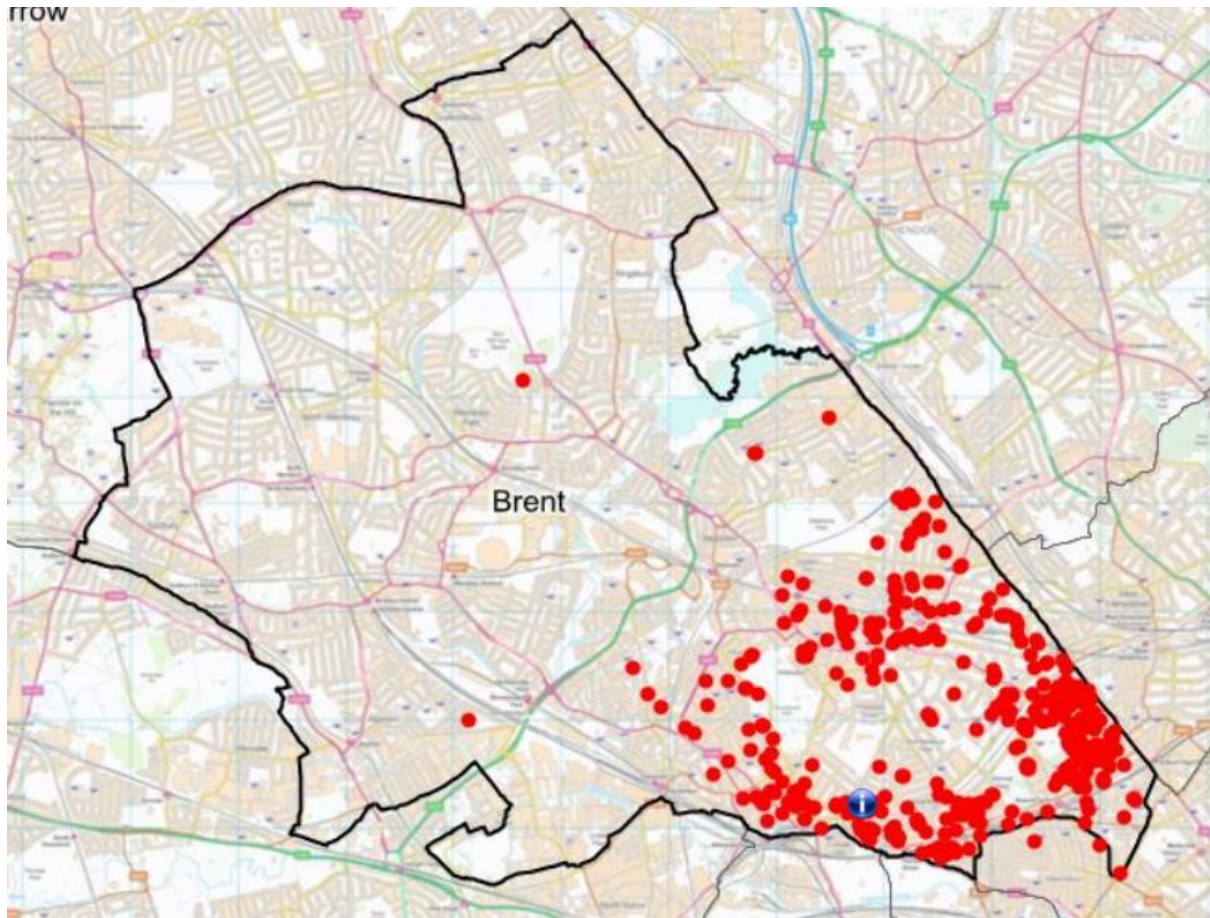
Report sign off:

Alan Lunt


Strategic Director of Regeneration &
Environment.

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Appendix A- Map of Bike Hanger Requests



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 Brent	Cabinet 20 June 2022
	Report from the Strategic Director, Regeneration & Environment
Authority to Tender for the Design & Build Contract at 1 Morland Gardens, Stonebridge	

Wards Affected:	Stonebridge
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	None
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Joy Ogbechi, Capital Project Manager Property & Assets, Regeneration & Environment Email: joy.ogbechi@brent.gov.uk Tel: 020 8937 3386 Neil Martin, Head of Capital Programmes (Schools) Property & Assets, Regeneration & Environment Email: neil.martin@brent.gov.uk Tel: 020 8937 4203

1.0 Purpose of the Report

- 1.1 This report concerns the redevelopment at 1 Morland Gardens, Stonebridge to deliver a new education centre, new council homes, affordable workspace, a public facing café, and public realm improvements. This report requests approval to invite a tender using a direct award procedure under the Network Homes Contractor Framework and approve the pre tender considerations as required by Contract Standing Orders 88 and 89.

2.0 Recommendation(s)

Cabinet is requested to:

- 2.1 Approve the inviting of a tender using a direct award process under the Network Homes Contractor Framework agreement on the basis of the pre-tender considerations set out in paragraph 3.6 of the report.
- 2.2 Delegate authority to award the contract for the Morland Gardens Redevelopment Design and Build Contract following the successful outcome of the tender exercise to the Strategic Director, Regeneration and Environment, in consultation with the Cabinet Member for Finance, Resources & Reform.

3.0 Background

- 3.1 On 14 January 2020, Cabinet approved a number of recommendations relating to the Morland Gardens redevelopment. Cabinet approved to support the proposal to invest up to £43m to deliver a state of the art adult education centre, 65 new affordable homes, 675 sq. metres of affordable workspace for start-up businesses from the local community and a public facing cafe. This also includes the cost of the 2 year service decant and £6.5m of GLA affordable housing grant.
- 3.2 Since then, the council has developed the design and received planning permission for the scheme in October 2020. A stopping up order has been submitted for the parts of the public highway required for development under s247 of the Town and Country Planning Act 1990.
- 3.3 The council also sought to procure a contractor for the scheme in May 2021 and May 2022 but both tender opportunities were unsuccessful. The first tender opportunity did not elicit any bids. The second tender opportunity elicited three bids and the council recommended the award of the contract as detailed in the Key Officer Decision report of 20 May 2022. This decision was subject to “call in”, during which period the Framework under which the contract was awarded, expired and so the council is required to procure a contractor again under a further procurement process. Resources and Public Realm Scrutiny Committee considered the “call in” at its meeting on 9 June 2022 and determined that the Committee did not object to the decision and the decision could therefore be implemented.
- 3.4 The estimated contract value of the procurement is £38m and having reviewed procurement options, Officers recommend the use of a direct award process under the Network Homes Contractor Framework agreement (the “Framework”). A direct award process using the Framework offers an efficient and effective route to appoint an appropriately qualified and experienced contractor to deliver the scheme. Approval was obtained from the Director of Legal, HR, Audit and Investigations on 14 June 2022 that it was legally permissible for the council to participate in the Framework.
- 3.5 The Framework allows the council discretion as to the form of contract to be used, to include contracts published by JCT, ACA and NEC together with such amendment as is considered appropriate. The contract for the redevelopment works at Morland Gardens is proposed to be let using a two-stage Design and Build Contract. The first stage is the 2016 JCT Pre-Construction Services Agreement (PCSA) followed by the construction under the 2016 JCT Design and Build contract. For the first stage, the contractor will work with the council

to upgrade the scheme design, develop the existing design to RIBA Stage 4, update and finalise the fixed price contract sum and when all legal pre-requisites are in place, commence pre-construction demolition. Subject to satisfactory completion of the first stage, the second stage will be triggered by the council by entering into the main construction contract with the contractor.

- 3.6 In accordance with Contract Standing Orders 88 and 89, pre-tender considerations have been set out below for the approval of Cabinet.

Ref.	Requirement	Response	
(i)	The nature of the works	Demolition of the existing building, the design and build of a new adult education centre, 65 new council homes, a public facing café, and public realm improvements	
(ii)	The estimated value.	£38,000,000 (thirty eight million pounds)	
(iii)	The contract term.	Estimated 2.5 years plus 24 months defects liability period. This is made up of six months for PCSA and a two year build programme	
(iv)	The tender procedure to be adopted.	Direct Award from Network Homes Contractor Framework	
v)	The procurement timetable.	Indicative dates are:	
		Invite to tender	27.06.2022
		Deadline for return of tender	06.07.2022
		Evaluation of bid.	15.07.2022
		Report recommending Contract award circulated internally for comment	21.07.2022
		Contract award decision	22.07.22
		Expiry of Standstill Period and award	03.08.22
		Contract Start Date	04.08.22
(vi)	The evaluation criteria and process.	A contractor will be selected to tender based on a best value assessment using a combination of the contractor's tender submission for the Framework and its knowledge and experience of, or relationship to, the project site and resources available for the project. A tender will be invited from the contractor considered to demonstrate best value for the project and the panel will evaluate the tender to	

Ref.	Requirement	Response																																																		
		<p>establish that it meets the council's requirements against the following criteria:</p> <table> <tr> <th>Technical / Quality</th><th>Area weighting</th><th>Overall weighting</th></tr> <tr> <td>Q1: Two stage D&B experience</td><td>21%</td><td rowspan="7">33%</td></tr> <tr> <td>Q2: Programme</td><td>15%</td></tr> <tr> <td>Q3: Health & Safety</td><td>16%</td></tr> <tr> <td>Q4: Pre-construction stage key resources</td><td>21%</td></tr> <tr> <td>Q5: Construction stage key resources</td><td>15%</td></tr> <tr> <td>Q6: Communication</td><td>6%</td></tr> <tr> <td>Q7 Sustainability</td><td>6%</td></tr> <tr> <td>Total for Quality/Technical</td><td>100%</td><td></td></tr> <tr> <th>Cost Control</th><th>Area weighting</th><th>Overall weighting</th></tr> <tr> <td>Cost Control</td><td>100%</td><td>7%</td></tr> <tr> <th>Social Value</th><th>Area weighting</th><th>Overall weighting</th></tr> <tr> <td>Strong Foundations</td><td>2%</td><td rowspan="5">10%</td></tr> <tr> <td>Every Opportunity to Succeed</td><td>2%</td></tr> <tr> <td>A borough where we can all feel safe, secure and happy</td><td>2%</td></tr> <tr> <td>A future built for everyone, an economy fit for all</td><td>2%</td></tr> <tr> <td>A cleaner, more considerate Brent</td><td>2%</td></tr> <tr> <th>Commercial – Cost</th><th>Area weighting</th><th>Overall weighting</th></tr> <tr> <td>Commercial (Price)</td><td>100%</td><td>50%</td></tr> <tr> <td>Total</td><td></td><td>100%</td></tr> </table>	Technical / Quality	Area weighting	Overall weighting	Q1: Two stage D&B experience	21%	33%	Q2: Programme	15%	Q3: Health & Safety	16%	Q4: Pre-construction stage key resources	21%	Q5: Construction stage key resources	15%	Q6: Communication	6%	Q7 Sustainability	6%	Total for Quality/Technical	100%		Cost Control	Area weighting	Overall weighting	Cost Control	100%	7%	Social Value	Area weighting	Overall weighting	Strong Foundations	2%	10%	Every Opportunity to Succeed	2%	A borough where we can all feel safe, secure and happy	2%	A future built for everyone, an economy fit for all	2%	A cleaner, more considerate Brent	2%	Commercial – Cost	Area weighting	Overall weighting	Commercial (Price)	100%	50%	Total		100%
Technical / Quality	Area weighting	Overall weighting																																																		
Q1: Two stage D&B experience	21%	33%																																																		
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Total for Quality/Technical	100%																																																			
Cost Control	Area weighting	Overall weighting																																																		
Cost Control	100%	7%																																																		
Social Value	Area weighting	Overall weighting																																																		
Strong Foundations	2%	10%																																																		
Every Opportunity to Succeed	2%																																																			
A borough where we can all feel safe, secure and happy	2%																																																			
A future built for everyone, an economy fit for all	2%																																																			
A cleaner, more considerate Brent	2%																																																			
Commercial – Cost	Area weighting	Overall weighting																																																		
Commercial (Price)	100%	50%																																																		
Total		100%																																																		
(vii)	Any business risks associated with entering the contract.	The delivery of the contract caused by current economic environment; availability of resources; increased costs to estimated contract value.																																																		
(viii)	The Council's Best Value duties.	The council has undertaken a recent tender exercise using a mini competition under a framework. It therefore has current evidence of market pricing for the project and this information can be used to check that pricing pursuant to a direct award process is competitive and this will support the council's Best Value duties																																																		

Ref.	Requirement	Response
(ix)	Consideration of Public Services (Social Value) Act 2012	10% of the evaluation is included for Social Value – see Section 9 below.
(x)	Any staffing implications, including TUPE and pensions.	See Section 7 below
(xi)	The relevant financial, legal and other considerations.	See sections below.
(xii)	Sustainability	Appropriate Sustainability Key Performance Indicators / Outcomes will be included in the contract.
(xiii)	Key Performance Indicators / Outcomes	Appropriate Key Performance Indicators / Outcomes will be included in the contract.
(xiv)	London Living Wage	The Contract will require the payment of the London Living Wage.
(xv)	Contract Management	The council has an appointed Project Manager and Employer's Agent to manage the contractor during the contract. Progress is then reported to the council's Project Manager and authorised person.

- 3.7 In order to avoid further delay on this project, Cabinet are requested to approve the delegation of authority to award the contract to the Strategic Director, Regeneration and Environment, in consultation with the Cabinet Members for Regeneration and Planning and Jobs, Economy and Citizen Experience.

4.0 Financial Implications

- 4.1 The Morland Gardens project budget was approved by Cabinet on 14 January 2020. The total project budget is £43m of which £41.5m was assigned for the redevelopment of the Morland Gardens site and £1.5m for the decant costs for Brent Start.
- 4.2 The pre-tender estimate for the redevelopment works was £39,820,380 and costs received from the tendering exercise completed in May 2022 came within this estimate and project budget.

5.0 Legal Implications

- 5.1 The value of the Contract over its lifetime is in excess of the Public Contracts Regulations 2015 (the "PCR 2015") threshold for Works and the award of the Contract is therefore governed by the PCR 2015.

- 5.2 The contract is classed as a High Value Contract under the council's Contract Standing Orders (CSO) and Financial Regulations. Officers have determined that it would be most effective to procure the contract by way of a Framework Agreement (Framework) complying with PCR 2015 that has been set up by another authority (paragraph 3.4). As this procurement will proceed as a direct award from a framework agreement set up by another public authority, Contract Standing Orders requires the Director of Legal, HR, Audit and Investigations to confirm that it is legally permissible to participate in the identified Framework; this confirmation was given on 14 June 2022.
- 5.3 Contract Standing Orders 88 and 89 require Cabinet to approve the pre-tender considerations and invite tenders for High Value Contracts.
- 5.4 On completion of the tendering process, Cabinet is requested to delegate authority to award the contract to the Strategic Director, Regeneration and Environment in consultation with the Cabinet Members for Regeneration and Planning and Jobs, Economy and Citizen Experience. Officers will report to the Strategic Director, explaining the process undertaken in procuring the contract and recommending award.
- 5.5 As required by the Framework, the council will follow the rules for tendering under the Framework including the use of call off contracts allowed therein. As indicated in paragraph 3.5, the council has identified the 2016 JCT Pre-construction Services Agreement and the 2016 JCT Design & Build Contract (as a two-stage design and build approach) as suitable contracts allowed under the Framework.

6.0 Equality Implications

- 6.1 The council must, in the exercise of its functions, have due regard to the need to:
- (a) eliminate discrimination, harassment and victimisation
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it,
- pursuant to s149 Equality Act 2010. This is known as the Public Sector Equality Duty.
- 6.2 The Public Sector Equality Duty covers the following nine protected characteristics: age, disability, marriage and civil partnership, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 6.3 The purpose of the duty is to enquire into whether a proposed decision disproportionately affects people with a protected characteristic. In other words, the indirect discriminatory effects of a proposed decision. Due regard is the regard that is appropriate in all the circumstances.

- 6.4 Cabinet is referred to the Equalities Implications described and the appended Equality Impact Assessment from the Morland Gardens Cabinet Report from January 2020. Officers do not consider there is any change in the equalities implications from the time of the January 2020 report.

7.0 Staffing/Accommodation Implications

- 7.1 Clear and ongoing communication with staff will be required to ensure they understand the interim arrangements during Brent Start's time at its temporary location of Stonebridge Annexe whilst the delivery of the new building takes place. For example, staff will need to adjust their travel to work plans.

8.0 Consultation with Ward Members and Stakeholders

- 8.1 The Cabinet Members for Finance, Resources & Reform and Jobs, Economy and Citizen Experience have been consulted as part of the drafting of this report. They have also been kept up to date with progress on the project.
- 8.2 Ward Members have also been kept up to date on the project progress and will continue to be as the project progresses through the contract stages.

9.0 Public Services (Social Value) Act 2012

- 9.1 The council is under duty pursuant to the Public Services (Social Value) Act 2012 ("the Social Value Act") to consider how services being procured might improve the economic, social and environmental well-being of its area; how, in conducting the procurement process, the council might act with a view to securing that improvement; and whether the council should undertake consultation. This duty does not strictly apply to the proposed contract as it is not a services contract. Nevertheless, Officers have had regard to considerations contained in the Social Value Act in relation to the procurement.
- 9.2 Ten percent of the overall evaluation criteria is allocated to Social Value and will be in line with the council's Social Value and Ethical Procurement Policy approved by Cabinet in April 2020. It is envisaged that the successful contractor should be able to offer local employment, apprenticeships and work experience to residents in Brent. It would be expected that the successful contractor would offer other community benefits to the residents in Brent. Bidders are required to identify a monetary value (or cash value) for each element of the Social Value that they offer. The monetary value should be 10% of the contract value. If suppliers do not deliver on the social value commitments, the council will look at claiming back the monetary value.


Related Documents:

- Morland Gardens Cabinet Report 14 January 2020
- Authority to tender Cabinet report 12 January 2021
- Authority to award Key Officer Decision 16 May 2022
-

Report sign off:

Alan Lunt

Strategic Director, Regeneration
and Environment

	Cabinet 20 June 2022
	Report from the Strategic Director of Customer and Digital Services
Cost of Living Crisis & the Resident Support Fund	

Wards Affected:	All Wards
Key or Non-Key Decision	Key
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	Two Appendix 1 Financial Support leaflet issued to all Brent Households Appendix 2 Resident Support Fund applicants and grants by ward
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Thomas Cattermole Director of Customer Access 020 8937 5446 Thomas.Cattermole@brent.gov.uk Charlotte Moore Senior Transformation Officer 020 8937 4177 Charlotte.Moore@brent.gov.uk

1.0 Purpose of the Report

- 1.1 This report provides an update to Cabinet on the action the Council is taking to mitigate the impact of the Cost of Living crisis on Brent residents and businesses. Furthermore, it updates members of Cabinet on future planned activity to support residents and to monitor the ongoing impact of the Cost of Living crisis on people in Brent through the implementation of a local framework and an Outcome Based Review.
- 1.2 In addition, this report requests additional monies to top up the Brent Resident Support Fund in response to an expected increase in demand for financial support due to the ongoing cost of living crisis.

2.0 Recommendations for Cabinet

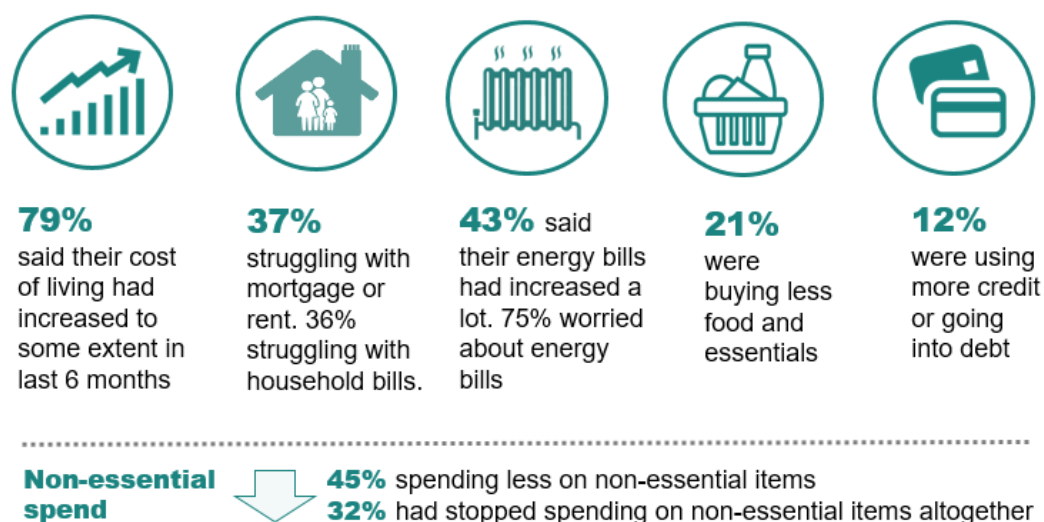
- 2.1 It is recommended that Cabinet;

- 2.1.1 Note the proposed approach to implementing the Cost of Living Outcome Based Review (OBR) as outlined in section 5 and the emerging Framework as outlined in section 6 of this report.
- 2.1.2 Approve the allocation of an addition £3 million of Council funds for this financial year (2022/23) to the Resident Support Fund for the reasons outlined in section 4 of this report, and agree to discussions to allocate additional funds in future financial years (2023/24, 2024/25).
- 2.1.3 Delegate authority to the Strategic Director of Customer and Digital Services in consultation with the Cabinet Member for Jobs, Economy and Citizen Experience to amend the eligibility criteria for the Brent Resident Support Fund throughout the lifetime of the scheme as required.

3.0 Background

- 3.1 Since late 2021, the UK has experienced a rise in the cost of living for individuals and businesses. For many Brent residents, this means having to make difficult decisions on how they spend their income, which can have a negative impact on their standard of living.
- 3.2 In a recent attitudes survey¹, 79% of Londoners surveyed said their cost of living had increased to some extent in the last 6 months, 43% said their energy bills had increased a lot, and 37% said they were struggling with mortgage or rent payments. Of those surveyed, the groups that were most likely to say their costs had risen a lot included those on low incomes, Black and Asian Londoners, those renting from a council, and those whose daily activities were limited a lot by a health problem or disability. See image 1.

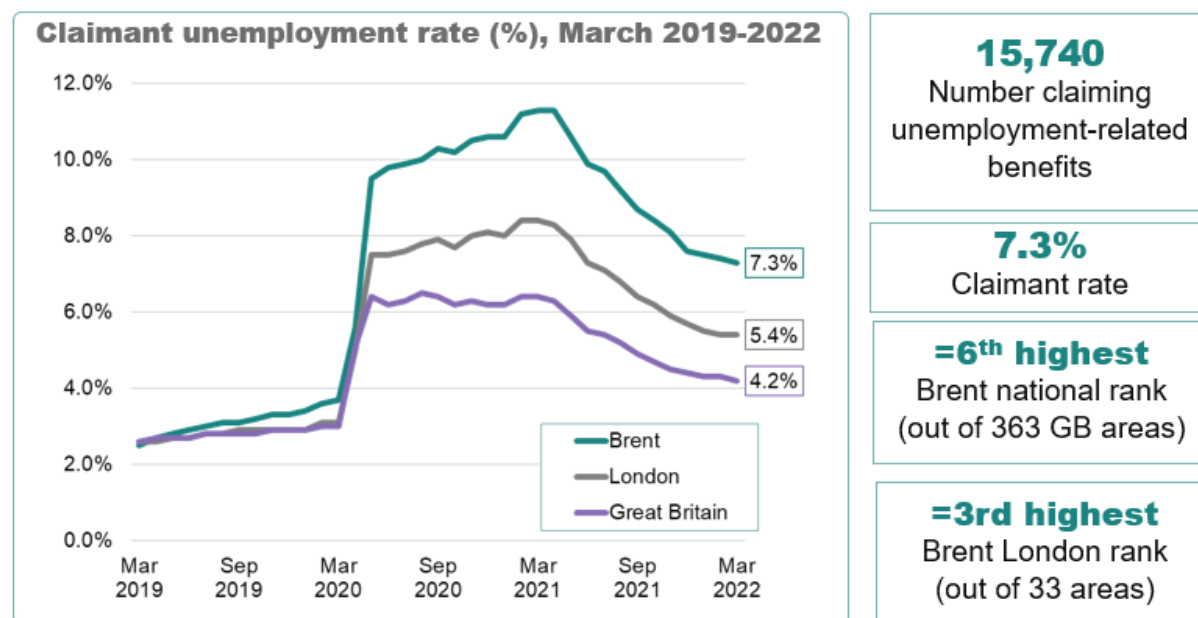
Image 1 Public attitudes about the cost of living. YouGov poll of Londoners (Jan 2022)



¹ Source: YouGov (for GLA). Sample: 1188 adults. Fieldwork 21-26 Jan 2022 - carried out online. The figures were weighted to be representative of all London adults (aged 18+). Data available on [GLA datastore](#).

- 3.3 Brent saw one of the biggest rises in unemployment in the country in 2020. While rates have been falling, recovery has been slow. Brent currently has one of the highest claimant unemployment rates in the country - 6th highest out of 363 areas across Great Britain – this compared with a ranking of 70th in March 2020². See image 2.

Image 2. Unemployment in Brent



- 3.4 The Council already has in place a number of mechanisms to support residents who may be struggling financially. These include:

- The Brent **Resident Support Fund (RSF)**, which has been in place since August 2020. In the period August 2020 to 31 March 2022 the RSF supported 2,658 applicants with a total of £5.2 million.
- A **Fuel Poverty Toolkit** which was developed and promoted internally. It is available for all staff to access via the intranet. The toolkit provides an overview of local, national and independent support schemes and agencies, along with details as to how support can be accessed. Thirteen stakeholder briefings sessions were also delivered, helping raise awareness of the options that are available to residents help with the rising energy costs. These included briefing sessions for Members, as well as services including Housing, Public Health, Adult Social Care and Family Wellbeing Centres and Voluntary Community Sector (VCS) partners.
- In March 2022 a **Financial Support leaflet** outlining the support available was developed (see appendix 1). This was delivered to all households in Brent to help increase awareness of the schemes and mechanisms available to residents who are struggling with the cost of living.

² Source: Office for National Statistics, Claimant unemployment count ([NOMIS](#)). Rates express claimant count as % of population aged 16-64.

- **Brent Hubs** have in place mechanisms to issue vouchers to residents in need of urgent food and fuel support. This is in addition to referrals to food aid agencies and schemes for support with the cost of utilities. From October 2021 to March 2022 Brent hubs issued £2,490 worth of food vouchers and £5,507 worth of fuel vouchers. Over 5,000 residents presented at hubs in need of food aid between April 2019 to January 2022. Residents' presenting needs at the hubs are food and fuel enquires (30%), housing and homelessness (14%), council tax support (12%), form filling (12%), welfare benefits (8%), housing benefit (8%), money and debt advice (8%), digital support (5%), skills and employment (2%), and immigration (1%).
 - The delivery of a number of Borough Plan funded **Financial Inclusion projects**, including a financial capability upskilling programme targeting community leaders, training to upskill Brent hubs staff and residents in debt management, and the delivery of a financial inclusion learning programme for residents. Up to 340 residents and community leaders will be supported through this programme.
 - The Employment, Skills and Enterprise service have helped to **upskill residents to support them moving into work**. This includes 4,443 qualifications via Brent Start (ESOL, English, Maths & Digital Skills) from September 2021 to date, digital equipment loans, and financial support toward childcare.
 - **Digital Inclusion** support for over 900 households, including providing 400 Brent pupils with access to a digital device and 100 businesses with digital skills training. To improve digital skills in the borough we have also launched digital cafes at three Brent Hubs and currently have around 100 digital champions in place. We also continue to engage internet providers to improve access to fibre through social tariffs.
 - These are in addition to work being carried out across Council departments and by partner organisations which is aimed at supporting residents who are in hardship.
- 3.5 The Government's Household Support Fund (HSF) has been used to provide support to Brent households with the cost of food and fuel in the form of food and fuel vouchers, grants, and financial support to food aid organisations. The HSF is a follow on fund from the previous COVID Winter Support Fund and COVID Local Support Funds which have been in place since December 2020. As part of the current extension, the Department of Work and Pensions will continue to share additional data, which will enable a greater understanding of residents on Universal Credit and how support can be targeted towards them.
- 3.6 Between December 2020 and March 2022, the Council distributed £5.5m through these grants to Brent residents. This has included:
- Supporting the families of approximately 12,000 eligible children and young people with supermarket vouchers during each of the school holidays since December 2020.

- A one-off payment of £50 in February 2021 to families with eligible children to contribute towards the cost of gas and electricity bills.
- £125k in grant funding provided to food banks operating in Brent to support them in meeting increased demand as a result of the Pandemic and cost of living crisis.

The above initiatives complement key elements of Council Strategies and Policies. Table 1 below summarises how the interventions in section 3 relate to existing Council policies and strategies.

Table 1.

Intervention	Strategy or Policy related to
Brent Resident Support Fund	<ul style="list-style-type: none"> • Brent Poverty Commission
Fuel Poverty Toolkit	<ul style="list-style-type: none"> • Brent Poverty Commission • Climate and Ecological Emergency Strategy 2021 - 2030 • Health & Wellbeing Strategy 2022
Financial Support Leaflet	<ul style="list-style-type: none"> • Brent Poverty Commission
Brent Hubs	<ul style="list-style-type: none"> • Brent Poverty Commission • Health & Wellbeing Strategy 2022
Fuel Vouchers	<ul style="list-style-type: none"> • Brent Poverty Commission
Financial Inclusion Projects	<ul style="list-style-type: none"> • Brent Poverty Commission • Brent Borough Plan 2021-22
Employment, Skills and Enterprise	<ul style="list-style-type: none"> • Brent Borough Plan 2021-22 • BCAP Inclusive growth strategy 2020
Digital Inclusion, access to devices	<ul style="list-style-type: none"> • Brent Digital Strategy 2022 – 2026 • Health and wellbeing strategy 2022

- 3.7 On 26 May 2022, the Chancellor announced a Cost of Living support package worth £15 billion. The Government has targeted this support towards 8 million most vulnerable households, pensioners and disabled people.
- 3.8 As part of this support package households on low incomes will be supported in the following ways.
- 8 million households on means tested benefits will receive a one-off Cost of Living Payment of £650. The DWP will make this payment in two lump sums, the first in July and the second in the autumn.

- 8 million pensioner households who receive winter fuel support will get a one-off payment of £300. The government will make these payments directly to pensioner households.
 - Around 6 million recipients of disability benefits will receive a one-off payment of £150. The government will make these payments directly to eligible people.
- 3.9 Universal support from the Government to help with energy bills has been increased from £200 to £400, there is now no requirement for individuals to re-pay this. Energy suppliers will deliver this support to households with a domestic electricity meter over six months from October 2022.
- 3.10 It was also announced that the Household Support Fund (HSF) will be extended from October 2022 to March 2023. Brent's allocation is unknown at this time. The Government will issue additional guidance to Local Authorities in the future to ensure that those not eligible for the £650 Cost of Living Payment are supported. Local Authorities will determine the eligibility criteria and delivery of the HSF.

4.0 Resident Support Fund

- 4.1 The Brent Resident Support Fund (RSF) was established in August 2020 in response to the economic impact of the COVID-19 pandemic. Following input from the Brent Poverty Commission and wide consultation with colleagues and partners across Brent, it was agreed in March 2021 that the fund would subsume the Local Welfare Assistance scheme.
- 4.2 The Council has allocated £3 million to the RSF for the financial year 2022/23.
- 4.3 In the financial year 2021/22, the average RSF grant issued was £1,380 and 55% of grants issued were to provide support with Household Expenditure and Utility Bills. It is anticipated that the proportion of RSF funds to support Household Expenditure and Utility Bills is likely to rise over the coming months as the impact of the Cost of Living Crisis on Brent residents becomes more apparent.
- 4.4 In the period 10 August 2020 to 31 March 2022, the RSF has awarded 2,658 grants to residents. Table 2 shows the number of RSF applications and awards by ward. This information is further outlined in appendix 2.

Table 2 - Brent Resident Support Fund: applications and awards (grant fund) by ward

Ward name	Number of applications submitted	Number of grant fund awards
Alperton	352	90
Barnhill	481	124
Brondesbury Park	342	97
Dollis Hill	553	135
Dudden Hill	591	146
Fryent	237	65
Harlesden	1,000	267
Kensal Green	507	114
Kenton	78	14
Kilburn	767	225
Mapesbury	448	127
Northwick Park	156	30
Preston	358	80
Queens Park	292	75
Queensbury	293	77
Stonebridge	1,325	380
Sudbury	389	90
Tokington	529	135
Welsh Harp	447	104
Wembley Central	433	103
Willesden Green	591	150
Outside Brent / Other*	626	30
TOTAL	10,795	2,658

- 4.5 RSF application numbers have been rising in recent months. Forecasting has been undertaken using the a rolling 12 month average of applications received between January 2021 and April 2022, which shows there has been a steady increase in applications.

Table 3 – 12 month rolling average for RSF applications

Month	Number of applications received	12 month Rolling Average of Number of Applications received
Jan-21	437	
Feb-21	504	
Mar-21	667	
Apr-21	290	
May-21	255	
Jun-21	276	
Jul-21	242	
Aug-21	247	
Sep-21	244	
Oct-21	254	
Nov-21	484	
Dec-21	753	388
Jan-22	793	417
Feb-22	860	447
Mar-22	850	462
Apr-22	836	508

- 4.6 If the increase in applications continues at the current rate as outlined in table 3, then it is anticipated that by March 2023 the RSF will be receiving around 1,000 applications per month. The Council awards approx. 50% of applications at a medium award of £1,380.

- 4.7 Table 3 below outlines the total amount of awards the Council is likely to make in 2022/23 based on the assumption that the medium award amount is likely to stay the same.

Table 3 – projected number of awards for the financial year 2022/23

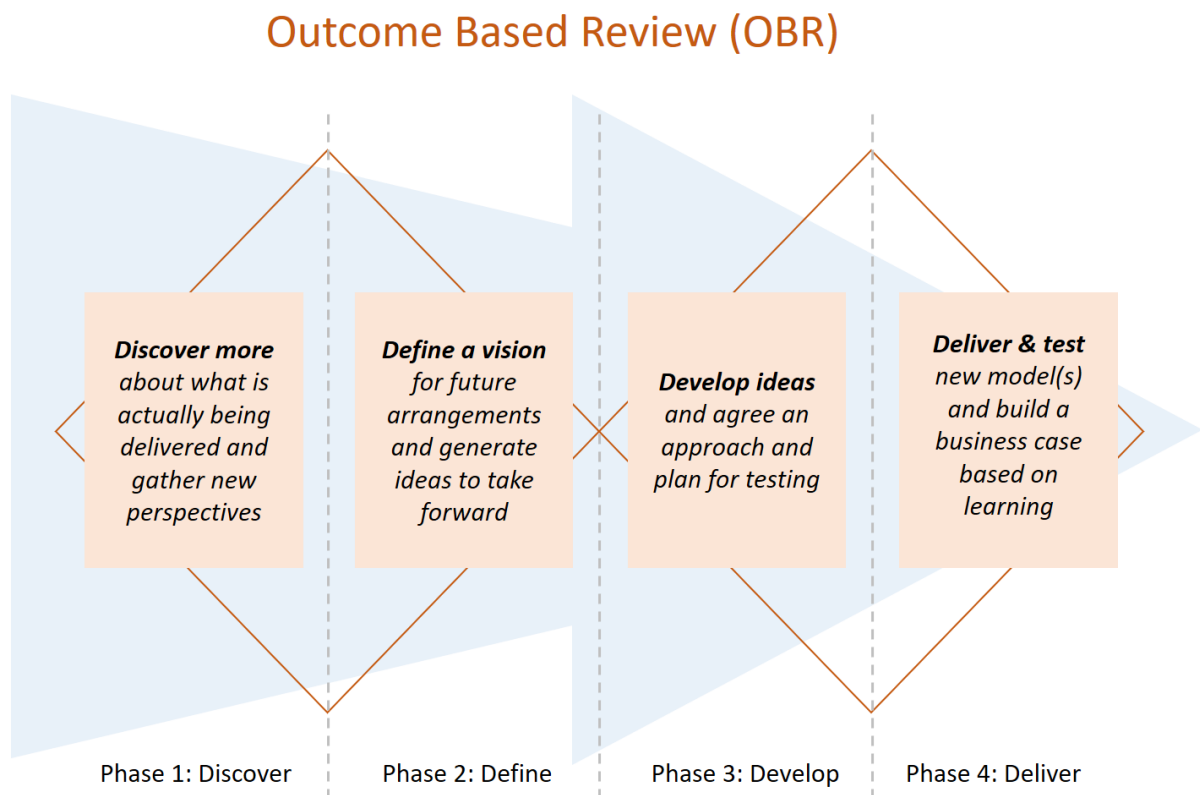
Month	Projected number of applications	Projected number of awards	Projected spend £'s
Apr-22	508	254	350,520
May-22	553	277	382,260
Jun-22	599	299	412,620
Jul-22	644	322	444,360
Aug-22	690	345	476,100
Sep-22	735	368	507,840
Oct-22	781	390	538,200
Nov-22	826	413	569,940
Dec-22	872	436	601,680
Jan-23	917	459	633,420
Feb-23	963	481	663,780
Mar-23	1008	504	695,520
			6,276,240

- 4.8 Based on the above calculations an additional £3 million would be required to meet the projected demand for RSF applications in the current financial year.
- 4.9 Additionally, the Council's allocation of Discretionary Housing Payment from the Department of Working Pensions has reduced from £2.2m to £1.5m, which places additional pressures on the Council to meet rising demands for financial support in the borough.
- 4.10 As outlined in section 6 of this report, the Council will continue to be proactive in raising awareness of this scheme through existing networks such as the pensioner's forum, and with other groups likely to be impacted by the cost of living crisis.
- 4.11 The RSF is a contributing element to a whole systems approach which is addressing the Cost of Living crisis and is focused on supporting residents to address their financial problems. Financial support received through the RSF will be contingent on residents agreeing to engage with support services as outlined in section 6 of this report.

5.0 Outcome Based Review

- 5.1 To ensure that the voice of local people is at the centre of our response to the Cost of Living Crisis and to inform further development of the framework outlined in section 6 of this report, it is proposed that an Outcome Based Review (OBR) approach is applied to help tackle this complex issue. These cross-council and cross organisational reviews bring together diverse groups of stakeholders to

collaborate using design-led methodologies across four phases: Discover, Define, Develop and Deliver.



- 5.2 A Cost of Living Crisis themed OBR will enable a joined-up approach across the council and partner organisations, shifting the focus from individual services to achieving the shared outcome of a model that minimises the impact of the Cost of Living Crisis for Brent residents and businesses.
- 5.3 Much of the work outlined in this paper – completed, ongoing and planned – aligns with and will help progress the four phases of the OBR process. This includes the data analysis, stakeholder mapping and detailed understanding of existing provision (Discover); the vision of a system-wide framework (Define); and ideas and proposals for new solutions, services and ways of collaborative working (Develop and Deliver).
- 5.4 This work will be enhanced by a comprehensive programme of community research, including engagement of partners, providers, front-line staff and current and potential service users. Approaches including ethnographic interviews and focus groups will be used to gather insights and new perspectives on the issue, which will feed into work across the four OBR phases to ensure the Brent response is designed around local needs.
- 5.5 It is anticipated that the OBR will be completed over a three month period. The OBR will launch with a kick-off session for Members including briefings, presentations, and opportunities for sharing experiences and insights to help shape the community engagement approach. The OBR will culminate in a large-scale stakeholder event. This event will feature the products of the community research (and wider Discover phase work), showcase the new and emerging

approaches they have informed, and include networking and collaboration opportunities for attendees to engage in the next stages of Brent's response to the Cost of Living Crisis. The high-level timeline for key parts of the OBR work is outlined below.

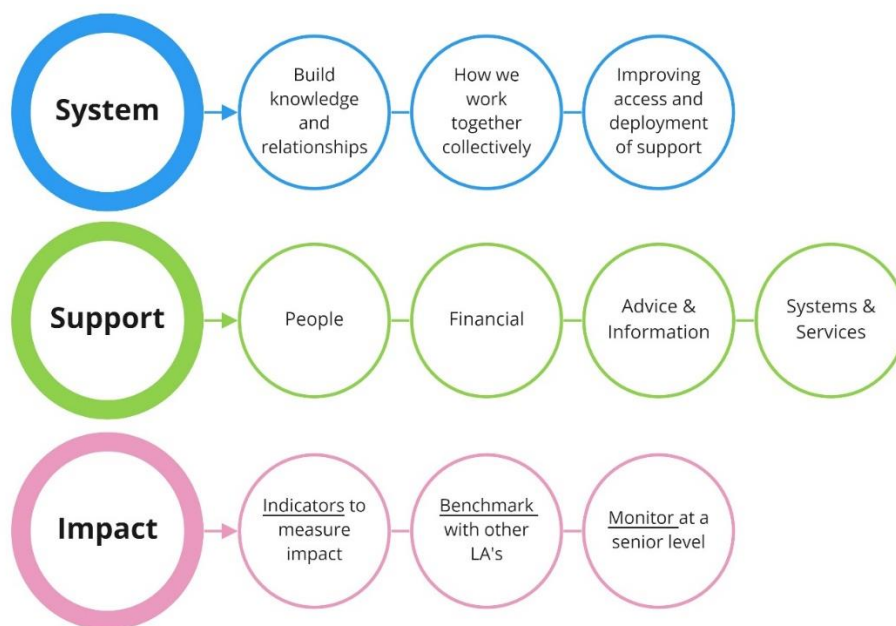
Month	Activity
July	<ul style="list-style-type: none"> • Members kick-off session • Participant recruitment • Develop community research materials • Begin community research
August	<ul style="list-style-type: none"> • Complete community research • Synthesise findings and develop products • Design large-scale stakeholder event
September	<ul style="list-style-type: none"> • Deliver large-scale stakeholder event

- 5.6 Throughout the OBR period all other work in this paper will be progressing under governance arrangements linking to a cross-council Cost of Living Crisis working group. To ensure seamless join-up with this rapidly developing programme of work, the working group will also act as the steering group for the OBR; helping it to move at pace and access the broadest range of key local stakeholders. Officers will also engage with the Lead Member for Jobs, Economy and Citizen Experience throughout the OBR process to shape the work and keep them updated on progress.

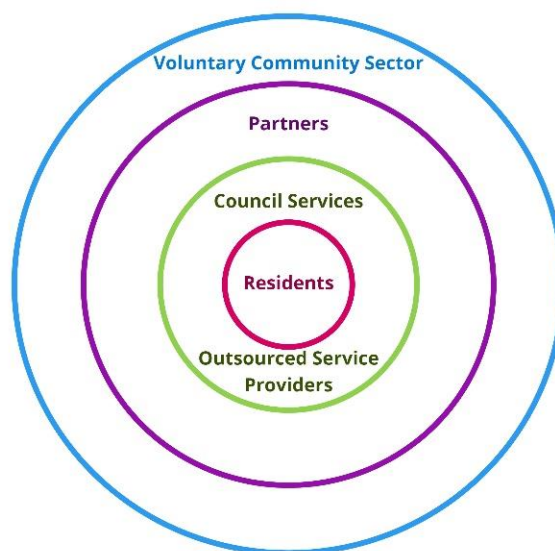
6.0 Framework

- 6.1 The Cost of Living Crisis is a societal issue. As outlined in section 3, the Council already has a number of mechanisms in place to support residents experiencing financial difficulties, working with a range of partners and external organisations. Learning from our work in this area, and building on our commitment to create a more cohesive system of support across Brent, we are developing an overarching framework. Outputs from the Cost of Living OBR will also further inform the development of the framework.

Three key areas of focus have been identified that will enable us to work collectively with our partners to better support residents affected by with the cost of living crisis.



- 6.2 **System:** In order to tackle the crisis effectively in Brent, a targeted approach to mobilising and galvanising the system is required. Recognising the Council's pivotal role at the centre, we will develop greater alignment and collaboration across council services and work with statutory partners, such as health and the DWP, providers of commissioned services and the Voluntary & Community Sector. We will work at both operational and strategic levels to build awareness and relationships within the system and help to improve access and deployment of support.



System – Next steps:

- 6.2.1 **Briefing sessions to external organisations and members: Raising Knowledge and Awareness**

Following on from the Fuel Poverty Toolkit briefing sessions delivered earlier this year, a similar model will be used to continue to share information with key partners and voluntary community sector organisations.

Existing networks include the Voluntary and Community Sector thematic groups, Brent Health Matters programme, registered housing providers' forums, schools and early years' providers, and the Brent Hubs network.

Additionally, a Member development session will be delivered on this topic as part of the newly elected Members' induction.

6.2.2 Forward Together: Raising Knowledge and Awareness within the Council

The most recent round of Forward Together all staff engagement sessions focused on the cost of living crisis. Five sessions took place in May and June, which were attended by 1,155 staff members. 90% of attendees reported that the sessions were a constructive use of their time.

The sessions included videos featuring colleagues talking about the impact the crisis is having on our services and residents, and what work is being done to address this issue. There were group activities which focused on how officers can better work together across services to identify and respond to need and to maximise impact.

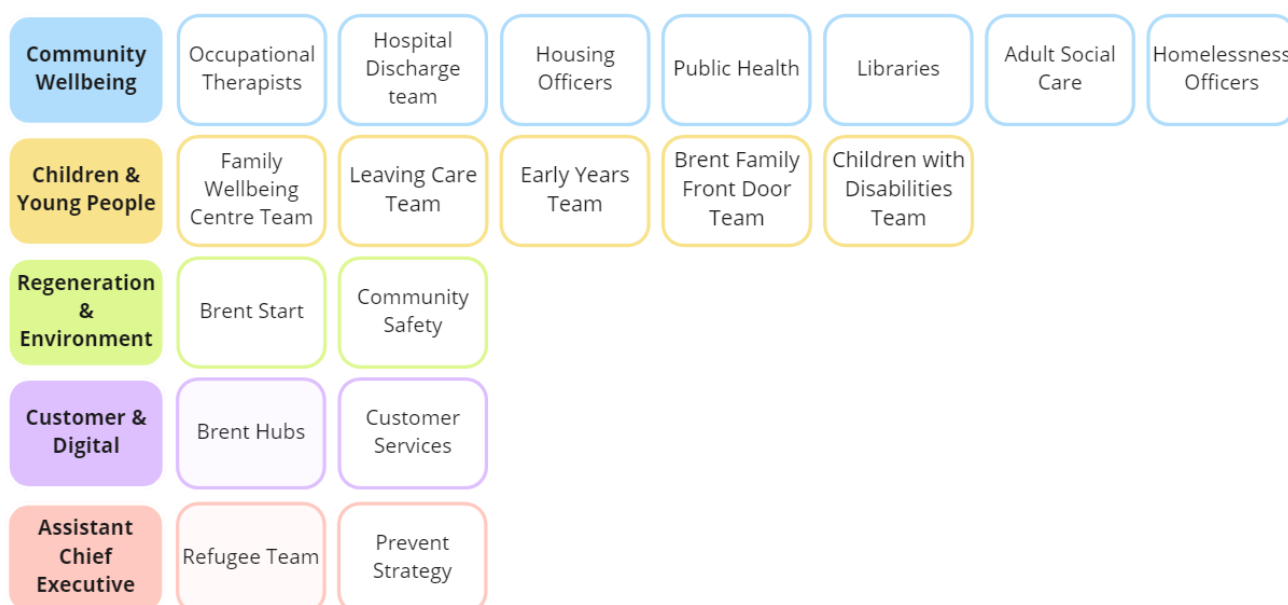
Outputs from these sessions are being collated and will feed into the ongoing development of the work outlined in this report.

6.2.3 Practitioners Network: Working together and developing key relationships

The council will develop an operational practitioners' network, bringing together key staff from across the council to provide a space to share learning, collectively review what is working well and to consider how can we improve access to existing support mechanisms whilst also seeking opportunities to develop new provision where required.

Once the core group of colleagues has been established, the aim is to identify how best this can be expanded to include other partners and colleagues working across Brent, and who will be best placed to represent those groups and organisations.

The proposed membership of the group during this first phase is outlined below. Officers are engaging with departments to identify other relevant teams.



- 6.3 **Support:** This area of focus includes developing a clear understanding of the resources and mechanisms of support that exist across the system – including people, financial support, general advice and information, and digital solutions and services – to increase access and referrals in to those provisions and enable any gaps in provision to be identified and addressed. This will also include identifying opportunities to review how local policies can be adapted in order to better support those impacted.

Support – Next steps:

6.3.1 Community Shop: Developing new services

Consideration is being given to the development of a community shop model within Brent, which would sell low cost food and household essentials to families on low/no income. This model is one which has been adapted by other London boroughs as a way to utilise surplus food and household items that would otherwise go to waste.

6.3.2 Affordable Warmth Provision: Developing new services

Work is underway to explore developing an advisory service to support those effected by fuel poverty; providing impartial energy advice to help residents stay warm, save money and live greener. This work will build on the offer set out in the Fuel Poverty toolkit, including referral pathways to organisations such as independent advisory agencies. It will involve exploring how front line services (especially those who go into homes) might help to identify and refer residents who are in hardship and developing a central referral point through Brent Hubs. Any financial assistance with heating or fuel costs will be contingent on a visit by this team.

6.3.3 Customer Portal: Improving access to existing services

Work is currently being undertaken to develop an approach which will enable organisations to interact better on behalf of residents who are less able to

access services via the Brent Customer Portal. This will enable recognised VCS groups and advocates to transact on behalf of individuals who are less able to engage with online services.

An internal team has been identified to pilot this approach so that a policy can be developed which can be applied to trusted voluntary and community sector organisations.

- 6.4 **Measuring Impact:** This area of focus is to ensure we have the right mechanisms to understand the existing and emerging needs of Brent residents in relation to the cost of living crisis. It will help us to understand the pressures that residents face and enable us to better understand how effective our collective efforts are in helping to mitigate those pressures.

Measuring Impact – Next steps

- 6.4.1 **Proxy Indicators:** To track the impact of the Cost of Living crisis it is proposed that a set of proxy indicators using internal council data sets are agreed. A long list of data sets has been collated by officers and is outlined in Table 4 for consideration. Further work will be required to scope these out with the respective service areas to develop indicators and mechanisms for regular reporting.

Table 4

Data Set	Potential Proxy Indicator	Frequency of Reporting	Data Owner
Free School Meals	Number of residents entitled to and claiming benefits related free school meals	Data is collated each term for the previous term	Children & Young People
ASC Debt	Snap shot of overall ASC debt	Can be aggregated monthly or as required	Customer and Digital Services
Sundry Debt	Snap shot of overall Sundry debt	Can be aggregated monthly or as required	Customer and Digital Services
Council Tax Arrears	Snap shot of overall Council Tax Arrears	Can be aggregated monthly or as required	Customer and Digital Services
Brent Hubs	Number of residents who's presenting need is reported as requiring food aid Number of supermarket vouchers and fuel vouchers issued	Can be aggregated monthly or as required	Customer and Digital Services
Business rates arrears	Snap shot of overall Business rates arrears	Can be aggregated monthly or as required	Customer and Digital Services
Resident Support Fund	Applicant type and total amount requested	Can be aggregated monthly or as required	Customer and Digital Services

Council Tax Support	Number of claims and total expenditure Number of claims by income bracket	Can be aggregated monthly or as required	Customer and Digital Services
Rent Arrears	Snap shot of total debt of current tenants	Can be aggregated monthly or as required	Community Wellbeing

6.4.2 Impact Indicators: It is also proposed that a number of key impact indicators are selected to enable relative comparisons to be made at a borough level. This recognises that a range of wider factors will impact on outcomes for Brent residents and enables us to track our relative position on comparison to other boroughs who may not have similar interventions in place. Additionally, these will help to identify potential priority areas where resources could be focussed. A long list of potential outcome indicators, which are comparable at a borough-wide level, has been collated in Table 5. Further work will be undertaken by officers to scope out the below data sets to develop individual indicators and mechanisms for regular reporting.

Table 5

Data Set	Frequency of Reporting	Data Source
Employment and unemployment rates by place of residence	Quarterly rolling - Annual	NOMIS
Average earnings by place of residence	Yearly	NOMIS
Universal Credit claimant count	Monthly	NOMIS
UK Business counts	Yearly	NOMIS
The proportion of households in each Brent LSOA which are fuel poor	Report published yearly, 2 years in arrears	Department for Business, Energy & Industrial Strategy
Index of Multiple Deprivation	Approx. every 4 years	National Statistics
Number of adults in Brent who have used the internet in the last 3 months	Yearly	ONS
Live tables on homelessness	Quarterly or Yearly	Gov.uk Live tables on homelessness - GOV.UK (www.gov.uk)
Free School Meals (also comparable at borough wide level)	Data is collated each term for the previous term	Children & Young People Statutory Reports
Crime data including anti-social behaviour, burglary and theft	Monthly	Data Police UK

6.4.3 Monitoring: It is proposed that the Cost of Living Crisis working group will be responsible for monitoring the above proxy and impact indicators in order to inform appropriate cross-council responses.

7.0 Financial Implications

- 7.1 This report is seeking a top up to the Resident Support Fund (RSF) in response to an expected increase in demand for financial support due to the ongoing cost of living crisis.
- 7.2 In 2021/22 £3m was allocated to the RSF. A further £3m has been allowed for 2022/23 and will be funded from corporate reserves. The fund will be closely monitored during the year as part of the quarterly budget monitoring arrangements. Any further funding to the RSF beyond this allocation will need to form part of the budget setting process in 2023/24.

8.0 Legal Implications

- 8.1 The Council's Resident Support Fund is a discretionary fund that is funded by the Council. The Resident Support Fund replaced the Local Welfare Assistance Scheme after that latter scheme was no longer funded by central government. As set out in paragraph 3.8 above, the Council has received funding from central government under a number of schemes which were created during the pandemic, including the Household Support Fund (HSF) which has been extended to March 2023. Some of the funding from the HSF has been used to top up the Resident Support Fund.
- 8.2 Legal advice will be provided in relation to individual projects as and when necessary and appropriate.

9.0 Equality Implications

- 9.1 Equality implications will be considered for individual projects at the appropriate time.

10.0 Consultation with Ward Members and Stakeholders

- 10.1 Consultation on specific projects will be carried out when and where appropriate. The Lead Member with responsibility for the work of this service area will be kept informed about this plan and its delivery.

11.0 Human Resources/Property Implications (if appropriate)

- 11.1 Human Resources/Property/Environmental Sustainability will be considered for individual projects at the appropriate time.

Report sign off:

Peter Gadsdon

Strategic Director Customer & Digital Services

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Are you in debt?

Credit Unions are based locally and work for local people. Unlike payday lenders, they offer lower interest rates, which means you will have to pay less back.

If you are in debt, we recommend you get in touch with a trusted organisation for free advice about paying off your debts.

The following organisations are trusted by the council and they can refer you to a Credit Union.

Advice For Renters - Advice and support on benefits, debt, energy, budgeting, affordable loans and information on available charitable grants.

020 7624 4327

info@advice4renters.org.uk

www.adviceforrenters.org

Citizens Advice Brent - Advice on benefits, debt, housing and more.

0208 438 1249

www.citizensadvicebrent.org.uk

Step Change - For advice on all debt matters. 0800 138 1111

www.stepchange.org

Debt Free London – Free Debt Advice Night or Day 24/7. 0800 808 5700

www.debtfree.london

Credit Unions operating in Brent:

Hillingdon Credit Union

01895 250958

www.hillingdoncu.co.uk

My Community Bank

020 3375 0221

www.mycommunitybank.co.uk

London Capital Credit Union

020 7561 1786

www.credit-union.coop

Breathing Space

If you have fallen behind on debt repayments, you can apply for breathing space. It's a scheme that gives you legal protection from creditors for 60 days.

If you are having mental health treatment, you may be eligible for a Mental Health Breathing Space, which gives legal protection for the duration of your treatment.

Visit: www.gov.uk/options-for-paying-off-your-debts/breathing-space

Help finding a new job

If you're out of work, or looking to learn a new skill to boost your earning potential, look into the local support available to you.



**Brent
Start**

Brent Start is Brent's adult education college. From plumbing to hairdressing, computing to health and caring, they offer a wide variety of courses to help you learn new skills, find a job, or get a better job. To find out more, call 0208 937 3950 or email brent.start@brent.gov.uk or visit www.brent.gov.uk/adulteducation



**Brent
Works**

The Brent Works team will help you to find a job. They offer one-to-one advice and can connect you to local jobs and apprenticeships. Call 0208 937 6295 or visit www.brentworks.brent.gov.uk

Help with bigger bills



Money is tight for lots of people right now. If you're struggling with bigger bills and the cost of everyday essentials, help is at hand.

This guide is for anyone on a low income, who may not have savings in the bank to fall back on, or who needs emergency help covering the cost of basic bills.

For people who find going online difficult, you can always visit your local

Brent Hub where council officers can help work out what support you are eligible for and assist with filling in forms for local and national support.

Brent Hubs are based in Willesden Green Library, Ealing Road Library, Harlesden Library, Kingsbury Library, and Hornbill House in Kilburn. Opening times vary. Call **020 8937 1234** or go to www.brenthubs.com to find out more.



Brent's Resident Support Fund

If you are in short term financial difficulty and you live in Brent, you can apply to the council for help with;

- Rent or mortgage arrears
- Household essentials
- Gas and electricity bills
- Paying off debts
- Training costs to help you find a new job

You need to be aged 18 or over and have less than £6,000 in savings.

The fund is means-tested, and depending on your situation you may be offered a grant, an interest-free loan, or both.

Brent's Digital Support Fund

If you have less than £6,000 in savings and need a laptop or tablet for school or applying for jobs, the council may be able to help.

Depending on your circumstances, we may also help cover the cost of internet access for up to 12 months.

www.brent.gov.uk/residentsupportfund

Help paying rent and council tax

Council Tax Support Scheme

Council Tax Support is not considered as part of a Universal Credit application with the Department for Work and Pensions. If you need help with your Council Tax, you must apply directly to the council.

If you are struggling and need help to pay your council tax, you can apply for council tax support www.brent.gov.uk/ctsupport

One-off council tax refunds

This year, if you are in Council Tax Bands A-D, you can apply for a £150 refund this April. If you pay by direct debit, we will refund you automatically.

For those not paying by direct debit, further information is available on your council tax bill during March, and please visit the council's website for further information.

www.brent.gov.uk/counciltaxrebate

Some households in council tax bands E-H will also get a refund.

This scheme is for those who are on council tax support; receive income-related state benefits or who apply for financial support related to utility bills during April 2022.

If you are on council tax support, we will be in contact with you.

The council has been given the money for refunds by the government.

Help if you're falling behind on rent payments

If you are struggling to pay your rent, receive Housing Benefit or the Housing element of Universal Credit, the council may be able to help you with a short term, one-off Discretionary Housing Payment to help cover;

- a rent shortfall
- rent deposits
- rent in advance if you need to move home

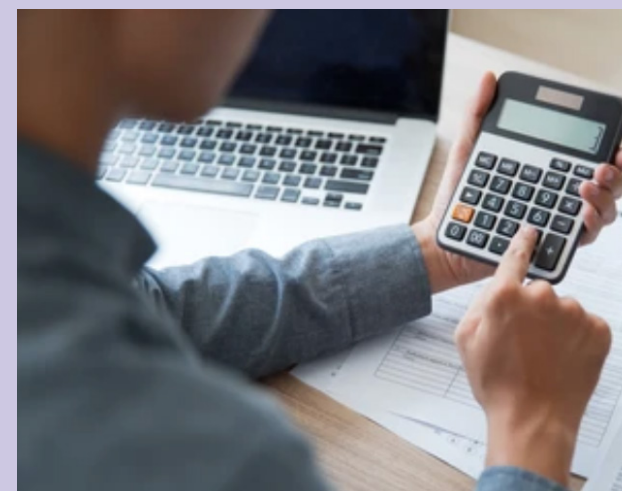
You can apply online using My Account www.brent.gov.uk or speak to someone on 020 8937 1234.



Housing Benefit support

If you are unemployed, on a low income or claiming benefits, you can apply for Housing Benefit to help pay your rent.

If you have reached the state pension age or you are in supported, sheltered or temporary housing, please visit www.brent.gov.uk/housingbenefit for more information.



Energy bills and your weekly shop

Save money on energy bills

Green Doctors give free, trusted tips on how to reduce your energy bills and stay warm at home. They can help you switch to a cheaper supplier, and help you apply for grants.

Visit Green Doctors www.london.greendoctors.org.uk or call 0300 365 5003.

Food Banks

If you are struggling to afford to buy food there are a number of charities, like Sufra and the Trussell Trust that run food banks in Brent that can provide emergency food parcels.

The Brent Food Aid Network outlines a number of food banks in Brent and how to access support. For more information visit www.brentfoodaid.help. Alternatively, speak to your local Brent Hubs for more information. Call 0208 937 1234 (ask for Brent Hubs) or visit www.brenthubs.com



School meal holiday vouchers

This Easter the council will automatically give vouchers to cover the cost of food over the school holidays to families who receive benefits related free school meals.

If you think your child may be eligible for free school meals but isn't already receiving them, visit www.brent.gov.uk/freeschoolmeals for more information on how to apply.

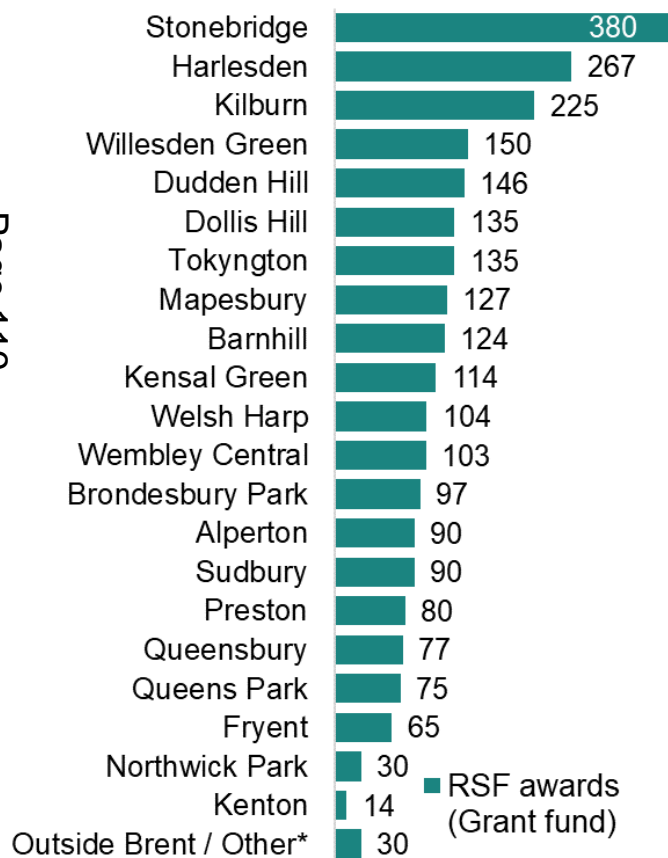


RSF Grant Fund awards by ward, August 2020 – March 2022

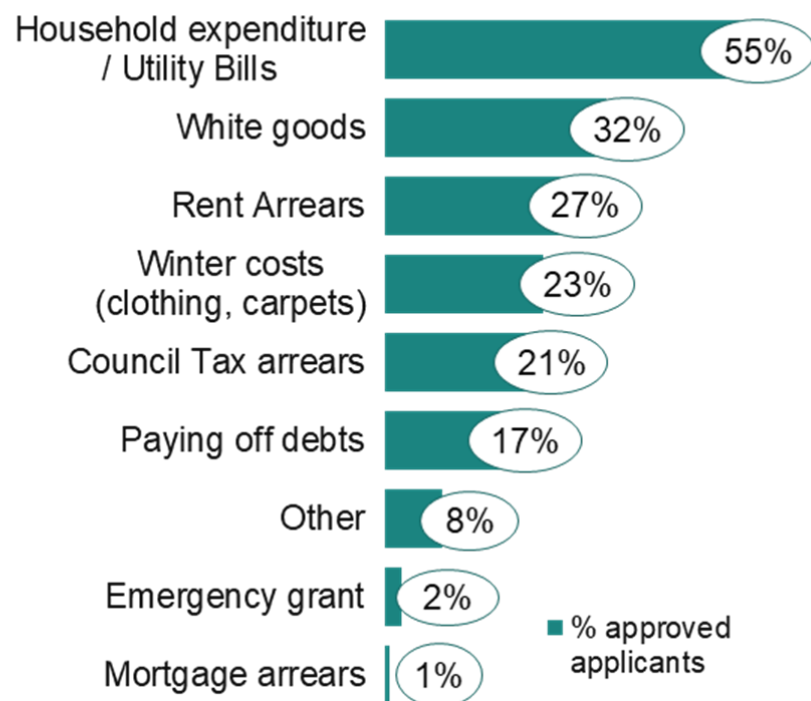
2,658

Number of RSF awards - Grant Fund
(approved as at 31 March 2022)


By ward



RSF Grants issued by type**



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	Cabinet 20 June 2022
	Report from the Strategic Director of Customer and Digital Services
National Non-Domestic Rates – Policy Review and Applications for Discretionary Rate Relief	

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	Two: Appendix 1 Eligibility Criteria for Applications for NNDR Discretionary Relief for Charities & From Non Profit Making Organisations Appendix 2 New Application for Discretionary Rate Relief – Local Charities – 20% relief
Background Papers:	None
Contact Officer(s):	Peter Cosgrove, Head of Revenue and Debt Tel: 020 8937 2307 peter.Cosgrove@brent.gov.uk

1.0 Purpose of the Report

- 1.1 The Council has the discretion to award rate relief to charities or non-profitmaking bodies. It also has the discretion to remit an individual National Non-Domestic Rate (NNDR) liability in whole or in part on the grounds of hardship.
- 1.2 The award of discretionary rate relief is based on policy and criteria agreed by Cabinet on 15 November 2016 following a review. The previous policy and criteria were agreed by the then Executive in September 2013 and came into effect in April 2014. New applications for relief are currently required to be considered by the Cabinet pursuant to the Council's existing policy and criteria for determining entitlement to discretionary rate relief in respect of NNDR. Given the time, for which the existing policy has been in place, this report details a proposal to revise the policy. In particular, the report considers the potential

delays experienced as decisions for discretionary relief regarding NNDR liability are usually referred bi-annually to Cabinet. It seeks to improve the speed and effectiveness of decision making by delegating this to officers, in consultation with the relevant cabinet member, as set out in section 2 of this report and by using an annual report to Cabinet detailing the awards of discretionary relief made. In addition, regarding hardship awards, the Council has no approved approach or policy and therefore the report proposes a policy statement setting out its approach. It is also proposed that The Head of Revenue and Debt submits to Cabinet an annual report detailing discretionary relief in respect of NNDR liability for awards made by the Head of Revenues and Debt in consultation with the Director of Finance and relevant cabinet member. Hardship relief in respect of NNDR liability for awards made by the Strategic Director, Customer and Digital Services in consultation with the Director of Finance and relevant cabinet member will also be included.

1.3 The report details:

- i. A review of the existing policy regarding discretionary relief regarding NNDR liability with a recommended revised policy, Appendix 1;
- ii. A policy statement relating to hardship relief regarding NNDR liability;
- iii. Information regarding the provision of hardship relief regarding NNDR liability;
- iv. Proposals for future delegations of decisions regarding discretionary relief and hardship relief awards in relation to NNDR liability;
- v. All new applications for relief received since Cabinet last considered such applications in June 2021 as Appendix 2.

2.0 Recommendation(s)

2.1 That Cabinet approves the following recommendations:

- i. the revised discretionary rate relief policy in respect of national non-domestic rate liability as set out in Appendix 1 of this report.
- ii. for discretionary rate relief in respect of national non-domestic rate liability as set out and detailed in Appendix 2 to this report.
- iii. the Council's policy relating to hardship relief in respect of national non-domestic rate liability as set out in paragraph 3.6 of this report and in compliance with section 49 of the Local Government Finance Act 1988.
- iv. delegate authority to make decisions in respect of future applications for discretionary rate relief in relation to non-domestic rate liability in accordance with the revised Discretionary Rate Relief Policy and criteria to the Head of Revenue and Debt in consultation with the Director of Finance and Cabinet Member for Jobs, Economy & Citizen Experience.
- v. delegate authority to the Strategic Director of Customer and Digital Services in consultation with the Director of Finance and Cabinet Member for Jobs, Economy & Citizen Experience to make decisions relating to applications

for hardship relief in respect of national non-domestic rates for awards up to £100,000 per annum.

- vi. authorise officers to submit a report to Cabinet on an annual basis after the end of each financial year providing details of the awards of discretionary rate relief and the details of the awards of hardship relief in respect of national non-domestic rates for awards up to £100,000 per annum that have been granted.

3.0 Detail

NNDR Discretionary relief for charities and non-profit making organisations

- 3.1 Details of the Council's discretion to grant rate relief to charities, registered community amateur sports clubs and non-profit making organisations are contained in the financial and legal implications' sections 4 and 5 of this report respectively.
- 3.2 Appendix 1 sets out the criteria and factors to consider for applications for NNDR relief from Charities and non-profit making organisations. Cabinet previously agreed this at its meeting on 15 November 2016. That report stated a review of the policy would take place but the review was delayed by other work priorities arising from the pandemic.
- 3.3 The review of the policy concludes that the existing policy remains fit for purpose and the changes in the revised proposed policy are restricted to tidying up the wording.
- 3.4 Discretionary relief in respect of NNDR liability is covered by sections 47 and 48 of the Local Government Finance Act 1988.

Hardship Relief

- 3.5 The council may reduce business rates where a ratepayer will otherwise sustain hardship, and where it would be in the interests of the whole community, i.e. council taxpayers to do so. In requesting hardship relief, the ratepayer is required to demonstrate both hardship and the value to the local community of the services provided.
- 3.6 It is the case that the following statement has been published on the Council's website for some time. It is now proposed that the Council formally adopts the following approach in respect of its hardship policy relating to national non-domestic rates and complying with section 49 of the Local Government Finance Act 1988 (though in the content below in this paragraph, the word "you" is replaced with "the Applicant/s" and "they" and the word "we" is replaced with "the Council"):
 - i. The Council may reduce business rates where the Applicant would otherwise sustain hardship, and where it would be in the interests of the

- community to do so. Applicants must demonstrate both hardship, and the value to the local community of the services they provide
- ii. Applicants are required to submit a copy of their latest audited accounts so that the Council can establish whether or not business rates represent a significant proportion of the running expenses of the Applicant's business
 - iii. Applicants may also be required to submit estimates of the current trading position and indebtedness of their business so that the Council can look into the total debts of the business that are outstanding
 - iv. Full details of why the business is experiencing hardship are required together with plans as to how the business can improve its position. Applicants will not be able to use 'the impact of the economic downturn' as a reason to apply for hardship relief. Relief is also unlikely to be given unless there are clear indications that the granting of relief will ensure the long-term future of the business. Any relief awarded will be for a maximum of one year only.
- 3.7 Hardship awards depend on the individual circumstances of the ratepayer concerned. Crucially, the Council must take into account the impact on council taxpayers as the financial burden falls on them. It is therefore proposed that approval of hardship awards is delegated to the Strategic Director of Customer and Digital Services and Director of Finance in consultation with relevant Cabinet for awards up to £100,000, with Cabinet continuing to consider awards above that level.
- 3.8 Hardship relief in relation to national non-domestic rates is covered by section 49 Local Government Finance Act 1988 ("LGFA 1988"). Section 49(2) of the LGFA 1988 states that a local authority may not act under that section unless it is satisfied that (i) the ratepayer would sustain hardship if local authority did not do so, and (b) it is reasonable for the local authority to do so, having regard to the interests of persons liable to pay council tax set by the council.

Proposals for future delegations of decisions regarding discretionary relief awards

- 3.9 The current position is that applications regarding discretionary relief in respect of NNDR liability are referred to cabinet for a decision. As only those cases meeting the criteria are proposed to Cabinet, it is unlikely that such applications are refused. However, the requirement for Cabinet to make such a decision slows the process of awarding discretionary rate relief. It is therefore proposed for the Cabinet to delegate future decision making to the Head of Revenue and Debt in consultation with the Director of Finance and Cabinet Member for Jobs, Economy & Citizen Experienter in relation to applications for discretionary relief regarding national non-domestic rates liability. All decisions will be reported to Cabinet on an annual basis.

Discretionary relief applications for consideration

- 3.11 Appendix 2 lists new applications from local and non-local charities that meet the criteria. These receive 80% mandatory relief, where they meet the criteria

the council will award local charities up to 100% discretionary relief in respect of the remaining 20% balance and will award non local charities 25% relief in respect of the remaining 20% balance. It also shows the cost to the Council if discretionary relief is awarded.

- 3.12 There is one application in appendix 2. The application relates to the Friends of Cricklewood Library and premises, which assists in the running of the local library for residents.
- 3.13 The criteria for awarding discretionary rate relief focuses on ensuring that the arrangements are consistent with corporate policies and relief is directed to those organisations providing a recognised valued service to the residents of Brent, particularly the vulnerable and those less able to look after themselves. Further detail is set out in Appendix 1. Should relief be granted, entitlement will remain until 31 March 2023 unless there are any changes to the organisation. All existing recipients will be reviewed in October 2022 when all organisations will be required to reapply for relief from April 2024. This means qualifying organisations always have a twelve-month notice of any changes.
- 3.14 Charities and registered community amateur sports clubs are entitled to at least 80% mandatory rate relief and the council has discretion to grant additional relief up to the 100% maximum
- 3.15 Non-profit making organisations do not receive any mandatory relief, but the Council has the discretion to grant rate relief up to the 100% maximum. However, the council's policy limits such additional relief for these non-profit making organisations to 25%.

4.0 Financial Implications

- 4.1 The council has been part of a pan London business rates pool whereby a percentage of the income from business rates is retained by the council and the GLA and a single levy payment is paid to central government. From 1 April 2022, the retained share is 67% with the council picking up 30% of any discretionary rate relief awarded.
- 4.2 The Council, where it has decided to grant relief, has followed a general guideline of granting 100% of the discretionary element to local charities.
- 4.3 Any additional awards of relief will reduce income to the Council by 30% in 2022/23.
- 4.4 The total costs of awarding discretionary relief to the charitable organisation detailed in Appendix 2 is £1,196.50 over the two years

5.0 Legal Implications

- 5.1 Under the Local Government Finance Act 1988 ("the LGFA 1988"), charities are only liable to pay 20% of the NNDR that would otherwise be payable where a property is used wholly or mainly for charitable purposes. This award amounts

to 80% mandatory relief of the full amount due. For the purposes of the LGFA Act 1988, a charity is an organisation or trust established for charitable purposes, registration with the Charity Commission is conclusive evidence of this. Under the Local Government Act 2003, registered Community Amateur Sports Clubs also qualify for 80% mandatory relief.

- 5.2 The Council has discretion to grant relief of up to 100% of the amount otherwise due to charities, Community Amateur Sports Clubs, and non-profit making organisations meeting criteria set out in the legislation. These criteria cover those whose objects are concerned with philanthropy, religion, education, social welfare, science, literature, the fine arts, or recreation. Guidance has been issued in respect of the exercise of this discretion and authorities are advised to have readily understood policies for deciding whether to grant relief and for determining the amount of relief. Details of the Council's proposed revised policy regarding discretionary relief in respect of NNDR liability are contained in Appendix 1 to this report. Discretionary relief in respect of NNDR liability is covered by sections 47 and 48 of the Local Government Finance Act 1988.
- 5.3 The Non-Domestic Rating (Discretionary Relief) Regulations 1989 allow the London Borough of Brent to grant the relief for a fixed period. One year's notice is required of any decision to revoke or vary the amount of relief granted, if in the case of a variation, it would result in the amount of payable rates increasing. The notice must take effect at the end of the financial year.
- 5.4 The details of section 49 of the Local Government Finance Act 1988 regarding local authorities dealing with applications for hardship relief are set out in paragraph 3.7 of this report.
- 5.5 The operation of blanket decisions to refuse discretionary relief and or hardship relief across the board would be susceptible to legal challenge on grounds that the Council could be fettering its discretion. The legal advice provided to officers and Members is that each case should be considered on its merits.

6.0 Equality Implications

- 6.1 Applications have been received from a wide variety of diverse charities and organisations, and an Impact Needs Analysis Requirement Assessment (INRA) as carried out in 2008 when the criteria were originally agreed. As there were no changes made to the criteria in September 2013 an Equality Impact assessment was not deemed required. Although the scheme remains substantially unchanged, nevertheless an Equality Analysis has been completed. This latest initial screening confirmed further work was not required, given that the business rate reductions are worth over £0.5m which help the charities and non-profits provide key services to residents of the borough. They in turn help support the council's wider objectives. Furthermore, all ratepayers receive information with the annual rate bill informing them of the availability of discretionary and hardship rate relief.

7.0 Consultation with Ward Members and Stakeholders

- 7.1 None, although ward members support the applications from the applications recommended for approval.

8.0 Human Resources/Property Implications (if appropriate)

- 8.1 None

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

Report sign off:

Peter Gadsdon

Strategic Director of Customer and
Digital Services

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NNDR DISCRETIONARY RELIEF FOR CHARITIES & FROM NON PROFIT MAKING ORGANISATIONS POLICY

Introduction

The criteria against which the Council considers applications from charities and non-profit making organisations. In each case, the individual merits of the application shall be taken into account. Set out below are the:

- (a) Eligibility criteria
- (b) Relevant factors to take into account
- (c) Process.
- (d) Amount of relief

(a) Eligibility criteria

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

(b) Relevant factors to take into account

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

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

- xi. The organisation must not have any unauthorised indebtedness to the London Borough of Brent. Business Rates are due and payable until a claim for discretionary rate relief is decided.
- xii. The list here is not exhaustive and the Council will consider other issues put forward by organisations.

(c) The process

No Right of Appeal

Once the application is processed, the ratepayer will be notified in writing of the decision. As this is a discretionary power, there is no formal appeal process against the Council's decision. However, the Council will re-consider its decision in the light of any additional points made or evidence provided.

Awards

If the application is successful and the organisation is awarded discretionary rate relief, it will be applied to the account and an amended bill will be issued.

Notification of Change of Circumstances

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

Duration of award

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

Withdrawal of relief

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

Unlawful activities

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

(d) Amount of Relief

Where an application is successful, relief is applied in accordance with the following table:

	Type of Charitable/Non-Profit Making Organisation	Policy
		Discretionary Relief Limited to
1	Local charities meeting required conditions (80% mandatory relief will apply)	20% (100% of remaining liability)
2	Local Non-profit-making organisations (not entitled to mandatory relief)	25%
3	Premises occupied by a Community Amateur Sports Club registered with HM Revenue & Customs. (80% mandatory relief will apply)	20% (100% of remaining liability)
4	Non-Local charities (80% mandatory relief will apply)	25% (of remaining liability)
5	Voluntary Aided Schools (80% mandatory relief will apply)	20% (100% of remaining liability)
6	Foundation Schools (80% mandatory relief will apply)	20% (100% of remaining liability)
7	All empty properties	NIL
8	Offices and Shops occupied by national charities	NIL
9	An organisation, which is considered by officers to be improperly run, for whatever reason, including unauthorised indebtedness.	NIL
10	The organisation or facility does not primarily benefit residents of Brent.	NIL
11	Registered Social Landlords (as defined and registered by the Housing Corporation). This includes Abbeyfield, Almshouse, Co-operative, Co-ownership, Hostel, Letting / Hostel, or YMCA.	Nil
12	Organisations in receipt of 80% mandatory relief where local exceptional circumstances are deemed to apply.	Up to 20% (100% of remaining liability)

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Appendix 2

A New Applications for Discretionary Rate Relief

Local Charities – 80% Mandatory Relief, up to 20% Discretionary Relief.


<u>Reference</u>	<u>Relief awarded to: name of organisation</u>	<u>Charity/Non-Profit Organisation</u>	<u>Annual Charge</u> <u>a)2021/22</u> <u>b)2022/23</u>	<u>Balance after mandatory relief of 80%</u>	<u>Cost to Brent at 30% 2021/22 and 2022/23</u>
33196889	FRIENDS OF CRICKLEWOOD LIBRARY, library and premises	1142113	£9,061.70 (liable from 01.06.21) £10,880.00	£1,812.34 £2,176.00	£543.70 £652.80

B New Applications for Discretionary Rate Relief

Non-Profit Organisations – maximum 25%Relief.

None.

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 Brent	<p style="text-align: center;">Cabinet 20 June 2022</p>
	<p style="text-align: center;">Report from the Strategic Director of Customer and Digital Services</p>
<p>Uncollectable Debt: Write-Off</p>	
<p>Wards Affected:</p>	<p>All</p>
<p>Key or Non-Key Decision:</p>	<p>Key</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>Part Exempt: Appendix 2 is exempt as specified in Paragraph 3, Schedule 12A Local Government Act 1972 - Information relating to the financial or business affairs of any particular person (including the authority holding that information).</p>
<p>No. of Appendices:</p>	<p>Two Appendix 1 Summary of Debt Write-offs undertaken during 2021/22 Appendix 2 (exempt) Debt Write-offs undertaken during 2021/22 over £20,000.00, including list of debtors</p>
<p>Background Papers:</p>	<p>None</p>
<p>Contact Officer(s):</p>	<p>Ryan Stephenson, Debt Service Manager 020 8937 1513 ryan.stephenson@brent.gov.uk Peter Cosgrove, Head of Revenue and Debt 020 8937 2307 Peter.Cosgrove@brent.gov.uk</p>

1. Purpose of the report

- 1.1 In accordance with financial regulation 8.3.2 to report on write-offs over £20,000 agreed by the Director of Finance to be reported to Cabinet bi-annually. The write-offs in this report cover the whole of the financial year 2021/22.
- 1.2 The reported debts relate to Adult Social Care client contribution, overpaid Housing Benefit and Business Rates. The aggregate total value of these debts is £414,823.82.
- 1.3 All cases requested for write-off follows the Council's Ethical Debt Recovery Policy and Write-Off Procedure.

2. Recommendations

- 2.1 The Cabinet notes the debt-written off as described.

- 2.2 Cabinet notes a total of write-off of £414,823.82 of debt as set out in Appendix 1 of this report.

3. Detail

- 3.1 The Council is committed to taking all appropriate recovery action necessary before considering a debt for write off. This includes issue of dunning notices during the infancy of the recovery process, telephone and email engagement, senior management dialogue with counterparts and where necessary legal service, checking internal and external systems including credit agencies, court and enforcement agent action. The write-off of debt only occurs when all avenues to collect have been exhausted.
- 3.2 Despite our best endeavours it is inevitable that a small percentage of debt will not be collected and the Council will ultimately have to be write off uncollected debt. Writing off debt is standard practice and recommended as part of good budget management.
- 3.3 The recovery process includes sending a number of reminders and warnings. The cases being reported in this report concern:
- 3.3.1 Business rates owed by companies that have gone of business, for these there is no alternative other than to write off the debt.
- 3.3.2 There was one case for adult social care debt where there were no funds in the estate so the Council has no alternative other than to write the debt off.
- 3.3.3 There are a number of cases of overpaid housing benefit where the debtor has absconded. Where the Council cannot trace a debtor a number of searches with internal systems, externally via DWP and credit agencies are undertaken. The decision to write-off is only taken when all avenues are exhausted and the debtor cannot be traced. However, even though the debt has been written off, if at a future date the whereabouts of the debtor is established, then the pursuit of the debt may be restarted,.
- 3.4 The write-off procedure as formulated under financial regulation 8.3.1 is adhered to in writing off debt. The write-offs are reported to Cabinet in accordance with financial regulation 8.3.2 whereby write-offs over £20,000 agreed by the director of Finance are reported to Cabinet biannually. This report is overdue as the debt work programme was affected by the pandemic. In future, these reports will be scheduled for cabinet every June and December.

4.0 Financial Implications

- 4.1 The bad debt provision is reviewed annually amounts identified for write off are contained within the bad debt provision assigned to Revenue & Debt.

- 4.2 To not write-off debt would result in uncollectable debts continuing to be shown as outstanding with an inaccurate bad debt provision apportioned to these balances. Once a debt is no longer collectable it should be written off in the Council's accounts and the bad debt provision adjusted accordingly.

5.0 Legal Implications

- 5.1 At present, in respect of the amounts listed there are no further implications, assets associated with the debt and associated/additional debt recovery operations will cease. Where the Council are provided with circumstantial changes or information which provides options for successful recovery, the amount will be written back onto the Council's systems and accounts for collection.

6. Equality Implications

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

7.0 Consultation with Ward Members and Stakeholders

- 7.1 None

8.0 Human Resources/Property Implications (if appropriate)

- 8.1 None

Related documents:

Council's Ethical Debt Recovery Policy and Write-Off Procedure

Report sign off:

Peter Gadsdon

Strategic Director of Customer and Digital Services

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Appendix 1 – Summary of Write-offs undertaken during 2021/22 over £20,000.00


Numbers of debts	Debt Type	Reason for write off	Amount	Costs
One	Adult Social Care charges	Deceased - No funds in estate	£29,081.60	£0.00
Eight	HBOP	Absconded	£260,194.98	£0.00
Five	NNDR	DISSOLVED	£125,547.24	£0.00
		Total:	£414,823.82	

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of the Local Government Act 1972.

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	Cabinet 20 th June 2022
	Report from the Strategic Director of Community Wellbeing
Authority to Award Contract for Watling Gardens Design and Build Contract	

Wards Affected:	Kilburn and Mapesbury
Key or Non-Key Decision:	Key Decision
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Part Exempt Appendices 1 and 3 are exempt as they contain the following category of exempt information as specified in Paragraph 3, Schedule 12A of the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)" Appendix 2 is exempt as it the following category of exempt information as specified in Paragraph 5, Schedule 12A of the Local Government Act 1972, namely: "Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings information)"
No. of Appendices:	Four: Appendix 1 (exempt) Additional financial implications Appendix 2 (exempt) Additional legal implications Appendix 3 (exempt) Names of Tenderers Appendix 4 Tender Evaluation Grid
Background Papers¹²:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Patricia Gillis Head of Affordable Housing & Partnerships 020 8937

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1.0 Purpose of the Report

- 1.1 This report provides an update on the 125 homes development scheme at Watling Gardens. This development forms part of the New Council Homes Programme, which aims to deliver 1700 Council homes by 2028. The update relates specifically to an increase in construction costs, which have affected the viability of the scheme. In order to bring the scheme back to viability, this report proposes the conversion of 19 x 1 bedroom homes and 5 x 2 bedroom homes from London Affordable Rent to Shared Ownership. This conversion enables 101 additional Council homes to be delivered.
- 1.2 The construction costs increase has arisen because, in the current housing development market, construction and tendering costs continue to show a sustained increase, largely due to materials cost inflation, rapidly rising energy costs, wage increases and the uncertainty of future cost movements and materials availability. Officers believe materials supply shortages are likely to continue, with the Ukraine conflict increasingly affecting European supply and procurement periods. We therefore continue to expect contractors to be very selective as to schemes they will tender on a single stage competitive basis and the challenge for clients will be to secure tendering interest in schemes.
- 1.3 This report also provides an update on the process undertaken in tendering the development contract for this scheme and, following the completion of the evaluation of the tenders, seeks authority to award contracts as required by Contract Standing Order 88.
- 1.4 Due to urgency, a waiver of call-in has been obtained in relation to the decision to be taken by Cabinet.

2.0 Recommendation(s)

That Cabinet:

- 2.1 Approve the tenure changes of 24 homes (19 x 1 bedroom homes and 5 x 2 bedroom) from London Affordable Rent to Shared Ownership.
- 2.2 Approve the award of the design and build contract for Watling Gardens to Hill Partnerships Ltd in the sum of £38,535,634 subject to such additional sums to reflect the tenure changes referred to in paragraph 2.1 above to a limit of £480,000.00 allowed for in the total scheme costs in Appendix 1. (please note this appendix has been classified as containing exempt information).

3.0 Detail

- 3.1 Watling Gardens was identified as a site for 125 new Council homes including 45 single person supported living homes and was presented to and approved by Cabinet in July 2021, as part of Brent's New Council Homes Program. Further detail are available in the report listed under the related documents for reference.
- 3.2 In addition to the new homes, the planning application also allowed for significant upgrading of the estate landscaping and public realm with a new Multi-Use Games Area and playground. Significant community engagement has been undertaken and commitments made to residents.
- 3.3 The planning consent gained for this site is for a 100% affordable housing scheme.
- 3.4 The original proposed scheme mix was for 45 single person supported living homes and 80 London Affordable Rent (LAR) homes.

3.5 Options Appraisal

Following a tendering process outlined in detail within section 4 (Tender Process) below, the best price received was higher than the budget previously approved by Cabinet, therefore the following options have been explored to return the scheme to viability:-

- **Open Market rental (OMR)** to make the development work at OMR required that 32 of the 125 homes needed to be converted from LAR. The conversion to OMR would also have meant the loss of £3.2m in GLA grant, £100k per home as OMR is not an affordable housing product. Additionally, as it is not an affordable product there would be a requirement to seek a variation to the planning permission causing major delays.
 - **Market sale** although this tenure would have required less homes be converted from LAR it carries a certain level of market risk for Brent, who are not set up to undertake market sales and have no remit to do so. As this is clearly not an affordable product there would be a loss of grant and a requirement to seek a variation to the planning permission causing major delays.
 - **Shared Ownership (SO)** a change in tenure to shared ownership only required a conversion of 25 LAR homes of the total 125 homes, SO is an affordable Housing product and as such will receive grant of £28k per home from the GLA and nor will require no change to the current planning consent.
- 3.6 Therefore, officers recommend the change of 25 of the 125 homes to be converted to shared ownership as in recommendation 2.1. There will be no change to the planning approval required as this is an affordable housing

product, on which the council receive 25% capital receipt at the point of sale and staircasing receipts usually from year 5 onwards. The properties would be fulfilling a need within Brent for people unable to register for affordable rented housing but not able to access the open market due to salary levels.

- 3.7 The proposed new scheme mix will be 45 supported single person supported living units, 56 LAR units and 24 Share Ownership units.
- 3.8 Unit affordability has been calculated at joint incomes of £60,000 and £70,000 pa. This is under the GLA cap figure of £90,000, the rental on the retained equity is set at 2.75%, in line with Brent's Shared Ownership policy.
- 3.9 These proposed tenure changes ensures the scheme's financial viability which had shifted to becoming not financially viable following the increase in expected build costs.
- 3.10 The planning application was submitted in June 21 and the scheme received a full planning consent in April 2022. Following a series of clarifications and changes to design following comments from the planning department a tender process was able to be undertaken by John Rowen and Partners, Employers Agents in October 21.
- 3.11 A Start on Site (SOS) date of September 22 was previously agreed with the GLA. Failure to enter into this contract at this time will cause the Council to miss the SOS date. Failure to meet the SOS date, would mean the likely loss of allocated GLA grant for the scheme, which is £11,897,000.
- 3.12 The GLA have confirmed that they would not be able to reallocate the grant upon a new application for the current 2016-21 AHP (currently extended to 2023 due to the global pandemic) nor would they move the allocation to the next 2021-26 AHP

4.0 The Tender Process

- 4.1 A tender process was commenced in 2021 by Network Homes on behalf of the Council under a collaboration agreement with Network Homes. A Network Homes Contractors Framework was used for the procurement and Network Homes was assisted by John Rowen and Partners. The contract tendering process commenced in October 2021 and tender returns were received in February 22.
- 4.2 Tender return evaluations were carried out by John Rowen and Partners scheme cost consultants, Network Home Brent's delivery partner, and Brent Procurement team.
- 4.3 The best price received was from Hill Partnerships. However, this was higher than the budget previously approved by Cabinet, as detailed in Appendix 1 (classified as exempt).

- 4.4 The tender price is being held by Hill Partnerships until the 2nd July after which Brent will need to go back out to the market and re-tender, which is likely to result in an increased build cost. Predicted build cost increases are shown below.
- 4.5 BCIS (Building Cost Information Service (BCIS) is currently reporting TPI (Tender Price Index) increase of 6.5% in the year from Q1 2021 and 1.5% Q4 2021 to Q1 2022
- 4.6 Build price inflation has been attributed to a number of factors including:-
- a. The global increase in fuel costs and the impact of the war in Ukraine.
 - b. Global increase in raw material and shipping costs due to fallout from the global pandemic.
 - c. Increases in labour costs due to Brexit.
- 4.7 The new contract will be let using JCT Design & Build 2016 with LBB Standard amendments, subject to agreement with the Contractor or a total of 116 weeks subject to extension for delayed Contract Award.
- 4.8 Advertisements were placed on Network Homes Delta Portal on 8th July 2021 to seek expressions of interest, which elicited 5 initial enquires. Contractors were provided with the contract documents and details of the tender approach and were invited to complete a selection questionnaire using Network Homes Delta Portal Electronic Tendering Facility. All Framework Contractors were invited to tender with 5 contractors subsequently completing the questionnaire.
- 4.9 Each of the Contractors invited to expression an interest in the project tender were drawn from the Network Homes Contractors Framework. To achieve Framework status each of the Contractors had been subject to a robust assessment process covering financial viability and technical ability. On 8th October 2022 4 Contractors were invited to tender.
- 4.10 The tendering instructions stated that the contract would be awarded on the basis of the lowest price/most economically advantageous offer to the Council and that in evaluating tenders, the Council would have regard to the following:
- Quality assessment
 - Value for money and price
- 4.11 Tenderers were required to submit additional information providing details of their proposed arrangements for performing the contract including (but not limited to) the following:
- Quality and Price evaluated independently
 - Quality evaluated by LBB, JRP and NH including the CDM PD.
 - Price evaluation by JRP

- Questions for evaluation
 - Programme, Delivery and Risk
 - Quality, Health and Safety and Regulatory changes
 - Site Logistics, Safety, Risk and Compliance
 - Social Value
- Evaluation criteria for scoring 0-5:

<u>Score</u>	<u>Description</u>
5	Proposal demonstrates the ability to meet the requirements in all material respects and exceeds some or all of the requirements.
4	Proposal demonstrates the ability to meet the requirements in all material respects.
3	Proposal demonstrates the ability to meet the requirements in the majority of material respects but is lacking in others.
2	Proposal falls short of demonstrating the ability to meet the requirements in the majority of material respects.
1	Proposal significantly fails to demonstrate the ability to meet the requirements, contains significant shortcomings or is substantially lacking when compared against the specific requirements.
0	Proposal completely fails to demonstrate the ability to meet the requirements or does not provide a proposal that is capable of being evaluated.

4.12 The following additional information was submitted:

- Full written responses to questions
- Site Logistics plans
- Method statement
- Programme
- CV of key personnel
- Organisational structure
- Quality Management Plan
- Stakeholder Engagement plan
- Risk Register
- Social Value plan
- Case studies and references
- Contract Sum Analysis (CSA) with breakdowns as requested

4.13 Clarification was provided as required for contractors via the Delta Portal and Clarifications meetings held 17/03/2022 and 18/03/2022 with contractors. Queries around fixed price returns clarified by contractors by 01/04/2022

5.0 Evaluation process

- 5.1 The tender evaluation was carried out by a panel of officers from Network Homes and Brent Council.
- 5.2 All tenders had to be submitted electronically each member of the evaluation panel read the tenders and carried out an initial evaluation of how well they considered each of the award criteria was addressed in the tender.
- 5.3 Each submission was marked by the whole panel against the award criteria. The 3 contractors who tendered are detailed in Appendix 3 (classified as containing exempt information) and the score for each contractor is detailed in Appendix 4. It will be noted that Contractor A, namely Hill Partnerships

Limited, was the highest scoring contractor and is therefore recommended for award.

- 5.5 It is proposed that the contract will commence 10 days following approval.

6.0 Financial Implications

- 6.1 Details of the tender price received from Hill Partnership and the impact on the viability of the scheme can be found in Appendix 1 (classified as exempt information).
- 6.2 Due to the cost variation between the anticipated cost and the tender price, the Council will vary the tenure of 19 1-bed units and 5 2-bed units from London Affordable Rent to Shared Ownership to ensure the scheme's viability.
- 6.3 The change in tenure has resulted in £1.7m reduction in anticipated grant receipt (reduction of £72k per unit on the 24 units reclassified) however the Council has negotiated a more favourable cash flow receipt from the GLA which will provide 85% of the grant at start on site and remaining 15% at practical completion.

7.0 Legal Implications

- 7.1 The value of this contract over its lifetime is in excess of the threshold for Works under the Public Contracts Regulations 2015 (PCR 2015) and the procurement and award of the contract is therefore governed by the PCR 2015.
- 7.2 Officers recommended the use of a framework to procure the Contract. The PCR 2015 allow the use of framework agreements and prescribe rules and controls for their procurement. Contracts may then be called off under such framework agreements without the need for them to be separately advertised and procured through a full procurement process. Call offs under the framework need to be carried out in accordance with the framework rules, to include using evaluation criteria specified in the framework and utilising the terms and conditions set out in the framework. As detailed in Section 4 above, Network Homes on behalf of the Council used a framework for this procurement.
- 7.3 The award is subject to the Council's own Standing Orders and Financial Regulations in respect of High Value Contracts given the procurement is valued at more than £10 million for works. Part 3 of the Council's Constitution state that contracts for works exceeding £10 million shall be referred to the Cabinet for approval of the award of the contract.
- 7.4 The contract is being let under a framework agreement and the Council is not legally obliged to observe a mandatory minimum 10 calendar day standstill period before the contract can be awarded. However the council may observe a voluntary standstill period and if Officers chose to do so then once the

Cabinet has determined which tenderer should be awarded the contract, all tenderers will be issued with written notification of the contract award decision. A minimum 10 calendar day standstill period will then be observed before the contract is concluded – this period will begin the day after all Tenderers are sent notification of the award decision – and additional debrief information will be provided to unsuccessful tenderers in accordance with the PCR 2015. As soon as possible after the standstill period ends, the successful tenderer will be issued with a letter of acceptance and the contract can commence.

- 7.5 Additional Legal Implications are contained in Appendix 2 (please note this appendix has been classified as containing exempt information).

8 Equality Implications

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

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

- 8.2 Pursuant to s149 Equality Act 2010. This is known as the Public Sector Equality Duty.

- 8.3 Under the Public Sector Equality Duty, having due regard involves the need to enquire into whether and how a proposed decision disproportionately affects people with a protected characteristic and the need to consider taking steps to meet the needs of persons who share a protected characteristic that are different from the needs of persons who do not share it. This includes removing or minimising disadvantages suffered by persons who share a protected characteristic that are connected to that characteristic.

- 8.4 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.

- 8.5 The proposals in this report have been subject to screening and Officers believe that there are no adverse equality implications.

9 Consultation with Ward Members and Stakeholders

- 9.1 Ward Members have been updated and they communicate regularly with officers to address any issues as/when necessary. There will be further engagement sessions arranged once the Council has appointed its contractor to lead the project.

10 Human Resources/Property Implications (if appropriate)

- 10.1 This service is currently provided by an external contractor and there are no implications for Council staff arising from retendering the contract.

11 Public Services (Social Value) Act 2012

- 11.1 The Council is under duty pursuant to the Public Services (Social Value) Act 2012 (“the Social Value Act”) to consider how services being procured might improve the economic, social and environmental well-being of its area; how, in conducting the procurement process, the Council might act with a view to securing that improvement; and whether the Council should undertake consultation. [This duty does not strictly apply to the proposed contract as it is not a services contract. Nevertheless,] Officers have had regard to considerations contained in the Social Value Act in relation to the procurement.

Related Documents (for reference):

- Cabinet Report – 19 July 2021 – Watling Gardens & Windmill Estate Infill Redevelopment Programme
- Cabinet Report – 7 February 2022 - Six Month Update on Supply of New Affordable Homes

Report sign off:

Phil Porter

Strategic Director of Community
and Wellbeing.

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APPENDIX 4

WATLING GARDENS DESIGN AND BUILD CONTRACT

TENDER EVALUATION GRID

	Quality Score (40% Weighting)	Price Score (60% Weighting)	Combined Score
Contractor A	30.64%	60%	90.64%
Contractor B	29.2%	54.84%	84.04%
Contractor C	26%	52.92%	78.92%

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