



Brent

Cabinet

Monday 11 September 2023 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)
Tatler (Vice-Chair)

Leader of the Council
Deputy Leader, Cabinet Member for Finance, Resources
& Reform and Cabinet Member for Regeneration,
Planning & Growth

Donnelly-Jackson
Farah

Cabinet Member for Customers, Communities & Culture
Cabinet Member for Safer Communities & Public
Protection

Grahl
Knight

Cabinet Member for Children, Young People & Schools
Cabinet Member for Housing, Homelessness & Renters
Security

Nerva
Krupa Sheth

Cabinet Member for Public Health & Adult Social Care
Cabinet Member for Environment, Infrastructure and
Climate Action

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

For electronic copies of minutes and agendas please visit:

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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 - 12
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To approve the minutes of the previous meeting held on Monday 17 July 2023 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 for which notice has been received, in accordance with Standing Order 66.

6	Reference of item considered by Scrutiny Committees (if any)	
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To consider any reports referred by either the Community and Wellbeing or Resources and Public Realm Scrutiny Committees.

Resident Services reports

7	Future of Housing Repairs Service	13 - 42
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This report provides Cabinet with options for delivering the housing repairs service, following expiry of the current repairs service contract in September 2024 along with the outcome of consultation with members.

Ward Affected:
All Wards

Lead Member: Cabinet Member for Housing, Homelessness & Renters Security (Councillor Promise Knight)

Contact Officer: Ryan Collymore, Head of Service - Housing Management Property
Tel: 020 8937 1204

8 Brent Data Strategy

43 - 64

This report introduces the Brent Data and Insight Strategy and Delivery Plan, which fulfils the commitment in the Brent Borough Plan 2023-27 to develop a dedicated data strategy that supports the council in becoming an organisation that maximises the value of data in all that it does.

Ward Affected:
All Wards

Lead Member: Leader (Councillor Muhammed Butt)

Contact Officer: Jon Cartwright, Head of Change and Customer Insight

Tel: 0202 8937 1742

jonathan.cartwright@brent.gov.uk

Communities & Regeneration reports

9 Alpertton Housing Zone - Parks Improvements

65 - 106

This report seeks Cabinet approval for use of Strategic Community Infrastructure Levy (SCIL) and Public Health funding to design, plan and deliver improvements to One Tree Hill and Mount Pleasant Open Spaces.

Ward Affected:
Alpertton;
Wembley
Central

Lead Member: Cabinet Member for Regeneration, Planning & Growth (Councillor Shama Tatler)

Contact Officer: Jonathan Kay, Head of Regeneration, Communities and Regeneration

Tel: 020 8937 2348

jonathan.kay@brent.gov.uk

10 South Kilburn medical centre additional SCIL contribution

107 - 110

This report sets out the funding challenges currently facing the delivery of the South Kilburn medical centre and seeks a further contribution of funds in addition to the Strategic Community Infrastructure Levy (SCIL) previously agreed by Cabinet.

Ward Affected:
Kilburn

Lead Member: Cabinet Member for Regeneration, Planning & Growth (Councillor Shama Tatler)

Contact Officer: Alice Lester, Director - Regeneration, Growth and Employment

Tel: 020 8937 6441

alice.lester@brent.gov.uk

Finance and Resources and Communities & Regeneration reports

11 **Picture Palace Refurbishment Project: Approval to Use Strategic Community Infrastructure Levy (SCIL)** 111 - 116

This report updates Cabinet on progress with the refurbishment of Picture Palace, 26 Manor Park Road, NW10 as a community facility and seeks approval for £3.3m of Strategic Community Infrastructure Levy (SCIL) funding to complete this project.

Ward Affected:
Harlesden &
Kensal Green

Lead Member: Cabinet Member for
Regeneration, Planning & Growth (Councillor
Shama Tatler)

Contact Officer: Neil Martin, Schools Capital
Programme Team

Tel: 020 8937 4203

neil.martin@brent.gov.uk

Children and Young People reports

12 **Brent Youth Justice Plan** 117 - 176

This report presents the Brent Youth Justice Plan 2023/24, which includes an overview of local youth justice progress, priorities and arrangements for monitoring performance. Following its submission to the Youth Justice Board, Cabinet is now being asked to approve the Plan for final sign off by Council on 18 September 2023.

Ward Affected:
All Wards

Lead Member: Cabinet Member for Children,
Young People & Schools (Councillor Gwen
Grah)

Contact Officer: Palvinder Kudhail, Director
Integration and Improved Outcomes

Tel: 020 8937 1646

Palvinder.Kudhail@brent.gov.uk

Finance & Resources reports

13 **Treasury Management Outturn Report 2022/23** 177 - 204

This report updates members on Treasury Management activity and confirms that the Council has complied with its Prudential Indicators for 2022/23.

Ward Affected:
All Wards

Lead Member: Deputy Leader and Cabinet
Member for Finance, Resources and Reform
(Councillor Shama Tatler)

Contact Officer: Amanda Healy, Senior Finance
Analyst

Tel: 020 8937 5912

Amanda.Healy@brent.gov.uk

14 Exclusion of Press and Public

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

Agenda Item 7: Future of the Housing Repairs Service – Appendix 1 (Repairs and Maintenance Options Appraisal)

This appendix has been 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)”

15 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 16 October 2023



- 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 17 July 2023 at
10.00 am

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

Also present: Councillors Chohan & Georgiou.

1. **Apologies for Absence**

An apology for absence was received from Councillor Mili Patel (Deputy Leader and Cabinet Member for Finance, Resources & Reform).

In welcoming everyone to the meeting Councillor Muhammed Butt (as Leader) began by taking the opportunity to highlight the range of work being undertaken across the Council to support local communities and businesses in an effort to extend opportunities. As an example, specific reference was made to the upcoming Wembley Jobs Fair as well as the recent launch of the Ealing Road & Alperton Creative Enterprise Zone and the variety of local community events being hosted across the borough. In recognising the extent of work required to deliver such a diverse and responsive range of events Cabinet thanked all officers involved for their hard work and efforts.

2. **Declarations of Interest**

No declarations of interest were made at the meeting.

3. **Minutes of the Previous Meeting**

RESOLVED that the minutes of the previous meeting held on Monday 19 June 2023 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 the Community & Wellbeing or Resources & Public Realm Scrutiny Committees submitted for consideration at the meeting.

7. Financial Outturn Report 2022 - 23

As a result of Councillor Mili Patel (Deputy Leader and Cabinet Member for Finance, Resources & Reform) having submitted her apologies for absence Councillor Muhammed Butt (Leader of the Council) introduced a report which detailed the outturn for income and expenditure against the Council's revenue budget and capital programme for 2022 - 23 and other key financial data. Cabinet was informed that whilst the outturn in relation to the General Fund was in line with the forecast position and reflected a breakeven position for the year this had included a service overspend of £3.7m for Children & Young People along with an overspend of £0.9m in relation to Adult Social Care and Health which had been addressed through the budgeted use of corporate contingencies. In relation to the outturn on the Council's Capital Programme, spend in 2022-23 had totalled £165m which equated to 71% of the approved budget. Members also noted and welcomed the improved outturn position relating to the Dedicated Support Grant (DSG) compared to the Q3 forecast position.

In considering the outturn position, members were advised that the pressures identified in relation to the Children & Young People and Adult Social Care & Health budgets were being driven as a result of increased costs and pressures on demand-led services. These had resulted in a range of actions being taken in order to control spend and mitigate against the pressures identified, which members noted and supported as detailed in section 3 of the report.

In noting the update provided, members also felt it important to highlight the ambitious nature of the Council's Capital Programme and ongoing commitment this represented in relation to delivering the Council's regeneration programme and aspirations across the borough.

In summing up Councillor Muhammed Butt, supported by Cabinet, thanked officers (including the finance team) for their efforts, given the challenging economic background and associated impacts arising from the current cost-of-living crisis. In highlighting the efforts being made to continue providing services to support those residents in need it was **RESOLVED** that Cabinet note the overall financial outturn position for 2022 - 23.

8. Medium Term Financial Outlook

As a result of Councillor Mili Patel (Deputy Leader and Cabinet Member for Finance, Resources & Reform) having submitted her apologies for absence Councillor Muhammed Butt (Leader of the Council) introduced a report which set out the overall financial position facing the Council along with the significant risks, issues and uncertainties identified in relation to the Council's Medium Term Financial Strategy (MTFS). The report also set out the proposed budget setting and consultation strategy for 2024 - 25.

Cabinet noted that the risks and uncertainties identified were focussed around the high level of inflation, rising interest rates and increased demand and demographic led pressures on key services along with ongoing uncertainty over government funding. Despite the difficulties and financial challenges identified, Cabinet also noted how the MTFS aimed to provide a framework for delivery of the Council's broader ambitions and longer term priorities. These included those identified within

the Borough Plan, the cost-of-living crisis and other future steps to ensure the Council continued to operate in a financially sustainable and resilient way whilst supporting those most in need.

In recognising the significance of the ongoing financial challenges identified, members felt it important to also reflect on the measures taken to have delivered total cumulative savings of £196m since 2010. Despite the delivery of these and additional programme of savings agreed for 2023-24 and 2024-25 it was recognised that further savings would be required during 2024-25 – 2025/26. In noting the difficulty in being able to identify precise targets, given the lack of clarity around the future level of local government funding and uncertainty over the current economic environment and inflationary pressures, members were advised that these additional requirements would need to be factored into development of the 2024-25 budget proposals.

In expressing concern at the risks and significant challenges identified alongside the approach of central government in relation to the funding of local public services, members were keen to highlight their commitment to continue supporting those most in need particularly in relation to the cost-of-living crisis as evidenced through the ongoing provision being made available for the Resident Support Fund.

Having considered the comments made and noted the need to ensure resources continued to be utilised as effectively as possible Cabinet **RESOLVED:**

- (1) To note the contents of the report and the potential financial impact on the Council's Medium Term Financial Strategy.
- (2) To agree the budget setting process for 2024/25, including the approach to consultation and scrutiny, as set out in section eight of the report.
- (3) To note and agree the proposed 2022/23 capital budget carry forwards and capital virements for 2023/24 as set out in section nine of the report.
- (4) To note the financial position with regards to the Housing Revenue Account, as set out in section ten of the report.
- (5) To note the financial position with regards to Schools and the Dedicated Schools Grant, as set out in section eleven of the report.

9. Financial Forecast Report Quarter 1 2023/24

As a result of Councillor Mili Patel (Deputy Leader and Cabinet Member for Finance, Resources & Reform) having submitted her apologies for absence Councillor Muhammed Butt (Leader of the Council) introduced a report, which detailed the current forecast of income and expenditure against the revenue and capital budget for 20223 - 24 and other key financial data.

Whilst, at this early stage of the financial year, the overall forecast was a break even position Cabinet once again noted the pressures and risks highlighted during consideration of the Medium Term Financial Strategy in relation to the current economic climate, ongoing impact of the cost-of-living crisis and increased demand and demographic led pressures on key services along with the ongoing uncertainty

over government funding. Whilst no new material risks had been identified at this stage in the financial reporting cycle, members advised the position would continue to be closely monitored throughout the year.

In addition to the forecast position on the General Fund and Capital Programme, members also noted the forecast position on the Dedicated Schools Grant and Housing Revenue Account along with the progress against delivery of the savings target of £13.5m agreed for 2023 - 24, as detailed within Appendix A of the report.

Having noted the ongoing challenges identified and work being undertaken to ensure the Council's overall budget position remained within target in order to continue delivering against the aims and priorities identified, it was **RESOLVED:**

- (1) To note the new grant funding received in year, the overall financial position and the actions being taken to manage the issues arising as detailed within the report.
- (2) To note the savings delivery tracker as detailed in Appendix A of the report.
- (3) To approve the virements as set out in section 3.7.7 of the report identified as required to adjust the budgets at corporate Directorate level for 2023 – 24.
- (4) To note that for the 2023/24 Q1 monitoring period the Council had complied with its Prudential Indicators which had been approved by Full Council as part of the Council's Treasury Management Strategy Statement and Capital Strategy Statement, as set out in Appendix B of the report.

10. **Brent Local Implementation Plan (LIP) Two-Year Delivery Plan: 2023/24 - 2024/25**

Prior to consideration of the main report, Councillor Muhammed Butt (Leader of the Council) invited Councillor Georgiou, who had requested to speak on the item, to address the meeting. In addressing Cabinet, Councillor Georgiou highlighted what he felt was the need for a full review of the achievements delivered through the previous Local Implementation Plan (LIP) Delivery Plan and expressed concern that a decision on the 2023-2025 Plan was being considered in advance of any such process having been undertaken.

In responding, Councillor Muhammed Butt thanked Councillor Georgiou for his comments and advised that the concerns raised had been noted. Councillor Krupa Sheth (Cabinet Member for Environment, Infrastructure & Climate Action) was then invited to introduce a report providing an update on the LIP funding arrangements for the two-year period 2023 - 24 – 2024 – 25 along with details of the programme of transport schemes and measures approved by Transport for London (TfL) to be implemented by the Council up to 31 March 2025.

In considering the report, Cabinet noted that following reestablishment of a two-year LIP Delivery Plan funding process by TfL post pandemic the Council had received confirmation of a £2.004m allocation for 2023-24 with confirmation of funding for 2024-25 anticipated later in the year. Members were advised that a summary of the confirmed allocation had been detailed within Table 3.1 of the report with full details

on the schemes included within the Delivery Plan set out in Appendix A of the report.

Members welcomed the focus within the Delivery Plan on the delivery of high impact and transformational schemes linked to strategic priorities within the Borough Plan with the aim of encouraging more active and sustainable forms of travel and creating safer, greener transport options linked to initiatives such as safer and healthier travel, Safer School streets, healthy streets and places, local safety improvements, a cleaner and greener Brent and measures to address more localised congestion and parking problems.

Whilst noting and expressing concern at the financial challenges and pressures being experienced by TfL as a result of uncertainty around Government funding, Cabinet was supportive of the approach taken in relation to development of the Delivery Plan linked to an assessment of relevant evidence-led data, development activity and strategic schemes supporting both the Council's and TfL's objectives alongside the completion of schemes with ongoing funding commitments. Whilst noting the work required to finalise design requirements for the schemes within the Plan, Members particularly welcomed the focus on safe and sustainable school travel initiatives as well as on measures, from a public health perspective, designed to mitigate against the impact of traffic and pollution, improve air quality and encourage more active modes of travel.

In commending the Delivery Plan and ongoing investment commitment this represented for local residents Cabinet **RESOLVED:**

- (1) To note the LIP funding position for the two-year period 2023/24 – 2024/25, as detailed within the report.
- (2) To approve the LIP Two-Year Delivery Plan for 2023/24 – 2024/25 and programme delivery arrangements as detailed within the report, and:
 - (a) To give approval to the Head of Healthy Streets & Parking to deliver the programme of schemes and initiatives using the allocated budgets and resources available.
 - (b) To authorise the Head of Healthy Streets & Parking to undertake any necessary statutory and non-statutory consultations in consultation with the Cabinet Member for Environment, Infrastructure and Climate Action, and to consider any objections or representations regarding the proposed schemes.
 - (c) To delegate authority to the Head of Healthy Streets & Parking in consultation with the Cabinet Member for Environment, Infrastructure and Climate Action, as appropriate, to make the decision on whether to deliver the proposed schemes following consideration of the objections and representations in the consultation process. If, in the opinion of the Head of Healthy Streets & Parking that significant objections are raised, he be authorised to refer such objections to Cabinet for further consideration and make a decision on whether to deliver the proposed schemes.
 - (d) To authorise the Head of Healthy Streets & Parking, in consultation with the Cabinet Member for Environment, Infrastructure and Climate Action, to vire

scheme allocations where necessary (e.g. pending the outcome of detailed design and consultation) within the overall LIP budget, and in accordance with the Council's financial regulations.

- (e) To authorise the Head of Healthy Streets & Parking to deliver schemes that receive any additional in-year grant funding as approved by Transport for London, or another funding body, subject to the outcome of consultation, and to brief the Cabinet Member for Environment, Infrastructure and Climate Action, as appropriate.

11. **Brent / Harrow Inter Authority Agreement for the Special Needs Transport Shared Service**

Councillor Krupa Sheth (Cabinet Member for Environment, Infrastructure & Climate Action) introduced a report detailing the arrangements to enter into an Inter Authority Agreement with Harrow Council for the provision of Special Needs Transport Services.

In considering the report, members noted that the proposal had been designed to reflect the outcomes arising from an ongoing collaborative cross departmental review of the Special Needs Transport client-side model, policy framework and operational commissioning and delivery model along with an independent assessment of options (as detailed within Appendix 2 of the report). Whilst this had identified the continued use of a shared service arrangement with Harrow as the best way forward, the approach developed had been subject to a number of changes to better serve Brent's requirements. This had included the establishment of a cross service client team (an element of which would be based in Harrow) to support operational decisions, a cross service travel board, revised key performance indicators and enhanced involvement in third party contractor procurement and management.

Members welcomed the approach outlined as a means of further enhancing the support being provided to some of the most vulnerable young people and their families and in complementing the wider support being provided for children with physical and behavioural special educational needs across the borough. Having noted the exempt information contained in Appendices 2 & 3 of the report it was therefore **RESOLVED**:

- (1) To note the contents of the report in relation to the Brent / Harrow Inter-Authority Agreement for the provision of a Special Needs Transport shared service.
- (2) To note that entry into the Brent/Harrow Inter Authority Agreement was required to ensure continuity of service and a means for delivery of the transport operation whilst a wider transformation of the overall service was undertaken.
- (3) To approve Brent Council entering a shared service arrangement with the London Borough of Harrow for the provision of special needs transport as set out in paragraph 3.1.7 of the report, effective from 1st August 2023 for a period of three years with an option to extend by a further period or periods of up to three years.

12. **Selective Licensing in the Private Rented Sector in Brent 2023 - Phase 2**

Councillor Promise Knight (Cabinet Member for Housing, Homelessness & Renters Security) introduced a report seeking approval to extend the Private Rented Sector (PRS) Selective Licensing scheme within the borough.

In considering the report Cabinet noted the extension of the PRS Selective Licensing scheme followed a previous Designation (1/2023) agreed on 17 April 2023 covering the wards of Dollis Hill, Harlesden & Kensal Green and Willesden Green. The subsequent extension (Designation 2/2023) for which approval was now being sought had been designed to cover a further 18 wards (excluding Wembley Park) for a five-year period covering 65.7% of the Private Rented Stock in Brent on the basis of poor property conditions.

As before, members noted the growth in the private rented sector across the borough, with around 58,000 homes now privately rented (representing 46% of total dwellings). Members were advised the scheme would require landlords of privately rented accommodation within the designated areas to apply for a Council licence and comply with the property management licence conditions designed to ensure required standards were met in relation to property conditions and the way in which tenants are treated. Consultation on the proposed scheme had run for 12 weeks from October 2022 to January 2023, with the detailed findings of the consultation process set out in Appendix 1 of the report. Members were advised that in terms of an overall response, the majority of residents and businesses who engaged were in favour of the scheme with landlords less in favour or not all.

Members thanked officers for the work undertaken to gather the necessary evidence to support development of the scheme along with the extensive nature of the consultation process. In welcoming the scope of the selective licensing scheme in seeking to address poor property conditions and anti-social behaviour directly with private sector landlords, members were keen to recognise how this would ensure support and safeguards were provided for tenants whilst also seeking to drive up standards within the private rented sector in the designated areas. Whilst concern was expressed at the delay in the Government bringing forward the Renters Reform Bill, Cabinet felt the PRS Selective Licensing scheme highlighted the Council's commitment, working with a range of stakeholders including the Renters Union, to support tenants within the private rented sector in being able to hold landlords to account and in ensuring the delivery of high quality standards of accommodation.

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

- (1) To note the outcome of the consultation process detailed in the Consultation Findings Report of February 2023 and the Report Appendices (as detailed in Appendix 1 & Appendices 1(A) of the report), the representations received and the Council's consideration thereof, and response to these representations (as detailed in Appendix 2 of the report).
- (2) To note the consultation evidence (as detailed in Appendix 3 of the report) relating to the problems being caused by poorly managed privately rented properties, and that the report has considered that selective licensing will

assist the Council in achieving its wider objectives, as well as having considered the alternatives to licensing.

- (3) To note the content of the Equality Impact Assessment as set out in Appendix 9 of the report.
- (4) To note the legal implications as set out in paragraph 11 of the report, which detail the legislative requirements for selective licensing.
- (5) To note that after Cabinet approval, if confirmed by the Secretary of State (DLUHC), the scheme shall be publicised via an agreed communications plan, and in accordance with the regulations before the scheme comes into force.
- (6) To agree that the evidence report (as detailed in Appendix 3 of the report) highlights that the legal requirements as set out in paragraphs 11.1 to 11.16 of the report for introducing Selective Licensing on the grounds of poor property conditions have been met regarding the proposed selective licensing designation.
- (7) To note that this designation falls within the description of designations which need confirmation by the Secretary of State under section 82 of the Housing Act 2004 and The Housing Act 2004: Licensing of Houses in Multiple Occupation and Selective Licensing of Other Residential Accommodation (England) General Approval 2015 as both the size of the private rented stock and the geographical area of the designation cover more than 20% of their geographical area or would affect more than 20% of privately rented homes in the local authority area.
- (8) To agree, subject to (1) and (2) above, to authorise the designation of 18 wards for selective licensing to last for five years from the date of designations coming into force, and which cover the following Council wards as delineated and edged red on the map in Appendix 5 of the report:

Designation 2/2023: A selective licensing scheme designation in the 18 wards of Alperton, Barnhill, Brondesbury Park, Cricklewood & Mapesbury, Kenton, Kilburn, Kingsbury, Northwick Park, Preston, Queens Park, Queensbury, Roundwood, Stonebridge, Sudbury, Tokyngton, Welsh Harp, Wembley Central, and Wembley Hill under Part 3, s.80 Housing Act 2004 on the grounds of poor housing (property) conditions with effect from April 2024 (in accordance with the criteria set out in the Housing Act 2004 and Selective Licensing of Houses (Additional Conditions) (England) Order 2015 , or at a later date in accordance with the statutory time required for the scheme to come into force.

- (9) To agree that the selective scheme described in (8) above shall be cited as the London Borough of Brent Designation No 2/2023.
- (10) To agree the authority to issue the required statutory notification in relation to the Selective Licensing Scheme Designation 2/2023 be delegated to the Corporate Director of Residents Services, in consultation with the Cabinet Member for Housing, Homelessness, and Renters' Security.

- (11) To agree that, subject to the issue of statutory notifications, the Corporate Director of Residents Services, in consultation with the Cabinet Member for Housing, Homelessness & Renters Security be authorised to decide the date from which the council will begin to accept applications for selective licensing.
- (12) To agree that authority be delegated to the Corporate Director of Residents Services, in consultation with the Cabinet Member for Housing, Homelessness & Renters Security to agree the basis for, and level of any changes including discounts which may be applied to the licensing application fees.
- (13) To note the standard licensing conditions for licences granted in the proposed designation areas for selective licensing as set out in Appendix 8 of the report, which were approved by Cabinet on 17 April 2023, and to authorise the Corporate Director for Residents Services, in consultation with the Cabinet Member for Housing, Homelessness & Renters Security, to make any minor variations to such licensing conditions.
- (14) To note that the Selective Licensing scheme will be kept under review at least annually and that any significant changes, including the withdrawal of a licensing designation or a proposal to introduce any new designation(s), will be subject to further decision by Cabinet.
- (15) To note the letters of support for the licensing proposals as attached in Appendices 10 a & b of the report.

13. Release of 23 shared ownership homes

Prior to consideration of the main report, Councillor Muhammed Butt (Leader of the Council) invited Councillor Georgiou, who had requested to speak on the item, to address the meeting. In addressing Cabinet, Councillor Georgiou began by advising that whilst the properties being considered were located within his ward (Alperton) it was felt the issues raised had borough-wide implications. On this basis, Councillor Georgiou advised he was seeking further clarification, following the response provided by Councillor Knight (as Cabinet Member for Housing, Homelessness and Renters Security) to a question he had raised at the Full Council meeting on 10 July 2023, on the reference made to repurposing as opposed to disposal of the homes. In addition, details were sought on the original classification of the 23 homes and how this applied to their status and inclusion as part of the New Council Homes Programme, with Councillor Georgiou advising that in his view shared ownership did not represent an affordable housing model.

In reiterating the need to understand the process in terms of delivery of the New Council Homes Programme, Councillor Georgiou advised he was also seeking confirmation that any release of the units to an alternative provider would be at London Living Rent and, should that not be the case, for further clarity to be provided on the new model of ownership which had been referred to in the report. Councillor Georgiou also felt there was a need to be clear on the length of lease being offered in relation to the release of the properties, the potential financial impact arising from the disposal and any requirement for Secretary of State approval. Concerns were also highlighted regarding the timescale for the decision and impact on the availability of the properties since October 2022 along with the cost of financing any associated debt during this period in relation to the Housing

Revenue Account. In concluding, Councillor Georgiou advised that as a result of the issues raised he was calling for an Independent Scrutiny Task Group to be established to undertake a detailed review of the Council's approach (given the uncertainty highlighted) towards the ongoing delivery of affordable housing across the borough, chaired by a member of the Opposition Group.

In responding to the comments raised, Councillor Muhammed Butt (as Leader of the Council) advised that given the wide ranging nature of the issues raised he would arrange for a more detailed response to be provided for Councillor Georgiou outside of the Cabinet meeting. Councillor Knight (Cabinet Member for Housing, Homelessness and Renters Security) was then invited to introduce a report which provided an overview of 23 shared ownership homes that formed part of the acquired Grand Union (Block D) site and was seeking approval to disposal of the properties.

In considering the report Cabinet noted the background to the acquisition of the Shared Ownership units as part of a wider scheme to acquire 92 units of social housing for London Affordable Rent within the Grand Union development. Having assessed current market and economic conditions along with the reduced demand for shared ownership, members were advised that the Council had commissioned a marketing exercise seeking options to dispose of the units as a package to Registered Providers. A summary of the offers received had been detailed in Appendix 1 of the report (containing exempt information) with the recommended option identified as best reflecting current demand from a housing and affordability perspective and best able to meet Brent's ongoing housing need. Confirmation was provided that the proceeds of any disposal would need to be treated as a capital receipt earmarked for the Housing Revenue Account (HRA) for use to fund new capital expenditure aimed at the ongoing delivery of the Council's housing programme.

In supporting the approach outlined, Members commended the work being undertaken to ensure all available options were kept under review in order to address levels of housing demand across the borough and ensure the ongoing delivery of affordable housing. It was felt his approach not only recognised the challenging nature of current market and economic conditions but also need to consider each site on a case by case basis and highlighted the need for clear and decisive leadership in terms of the decisions needing to be made, reflecting the nature of demand and the individual circumstances relating to each scheme.

Having considered the report Cabinet **RESOLVED**, having noted the exempt information contained in Appendix 1 of the report:

- (1) To authorises the proposed disposal of the 23 shared ownership homes at Block D, Grand Union (the Property) in accordance with the Council's Constitution.
- (2) To recognise that in order to proceed with the proposed disposal of the Property reliance may be placed on the Secretary of State's general housing consent.
- (3) To recognise that Heads of Terms will need to be agreed with relevant third parties in respect of the proposed disposal of the Property and authorise

officers to negotiate and agree such Heads of Terms as may be necessary with the relevant third parties in relation to the same (which may include agreeing terms in respect of any variation which may need to be negotiated and agreed with regard to existing deeds).

- (4) To support the recommendation to proceed with the preferred option, offer 3 (as detailed in Appendix 1 of the report containing exempt information).

14. Uncollectible Debt Write-Offs: 1 September 2022 to 31 March 2023

Councillor Donnelly-Jackson (Cabinet member for Customers, Communities & Culture) introduced a report which, in accordance with Financial Regulations, provide a biannual update on those debts above £20,000 which had been written-off as unrecoverable covering the period 1 October 2022 – 31 March 2023.

In considering the report Cabinet noted the recovery action taken as a means of seeking to protect the Council's financial position prior to any debt being considered for write-off which also complied with the Council's Ethical Debt Recovery Policy and Write Off procedure.

Having reviewed the exempt information contained within Appendix 1 of the report relating to the individual debt write-offs Cabinet **RESOLVED** to note the debt-written off as detailed within the report.

15. Exclusion of Press and Public

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


16. Any other urgent business

None.

The meeting ended at 10.40 am

COUNCILLOR MUHAMMED BUTT
Chair

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	Cabinet 11 September 2023
	Report from the Corporate Director of Resident Services
	Lead Cabinet Member - Housing, Homelessness & Renters Security (Councillor Knight)
Future of Housing Repair Service	

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>	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)"
List of Appendices:	One Appendix 1: (Exempt) Repairs and Maintenance Options Appraisal
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Ryan Collymore, Head of Housing Property Services 020 8937 1204 Ryan.Collymore@brent.gov.uk

1.0 Executive Summary

- 1.1 This report provides Cabinet with options for delivering the housing repairs service, following the expiry of the current repairs service contract with Wates Construction Limited in September 2024. The report also provides the outcome of consultation with members.

2.0 Recommendations

- 2.1 That Cabinet agree the principles outlined in section 5.0 of the report.

- 2.2 That Cabinet note the process and outcome of the consultation with members, in section 8.0.
- 2.3 That Cabinet agree for Brent Housing Management (BHM) to implement option 3 (Hybrid Model) to deliver the Repairs Service.
- 2.4 That Cabinet agree the timetable for future repairs delivery actions.

3.0 Detail

Cabinet Member Foreword

- 3.1 This report outlines the proposals for the future of the repairs service and how officers have worked closely with members to agree on a preferred option. The hybrid model includes a framework of local contractors and a handyperson's service. It is expected that some of the procured contractors will be based in Brent and some the handypersons recruited will be Brent residents. This is in line with the Council's strategic priorities Prosperity and Stability in Brent, Community Wealth Building and Thriving Communities.

Contribution to Borough Plan Priorities & Strategic Context

- 3.2 The Borough Plan includes two priorities specific to Housing, these are;
- Strategic Priority 1 – Prosperity and Stability in Brent
 - Strategic Priority 2 – A Cleaner, Greener Future
- 3.3 These two priorities re-affirm the Council's ambition to continue building new Council homes with a target of 1,700 by 2028 and improving the quality of housing across the private sector and in our own housing stock. Housing is also a key stakeholder in the delivery of Green Neighbourhoods both through the engagement with Registered Providers and investment in Council owned homes, specifically retrofitting poorly performing housing. It is acknowledged that whilst Housing is not specified in the remaining priorities set out in the borough plan, a safe, suitable, and secure place to call home is a foundation for Thriving Communities, The Best Start in Life, and a Healthier Brent.
- 3.4 Other strategies that are relevant to Housing include;
- Black Community Action Plan
 - Climate and Ecological Emergency Strategy
 - Homelessness and Rough Sleeper Strategy
 - Equality Strategy
 - Health and Well-being Strategy
 - Procurement Strategy
 - Local Plan
 - Inclusive Growth Strategy

- 3.5 Future Strategies due for delivery this financial year that will also provide context are the Private Housing Strategy, Tenant and Leasehold Engagement Strategy and overarching Housing Strategy.

4.0 Background

- 4.1 In 2014 Brent Housing Partnership (BHP) entered into a contract with Wates Construction Limited (Wates), to deliver the integrated asset management, planned and cyclical maintenance and responsive repairs maintenance works. The contract commenced on 1st October 2014 for an initial 5-year period, with the possibility of a further extension of 5 years.
- 4.2 The Contract was novated from BHP to the council in 2017 and thereafter varied to allow for a shorter extension period and further extension periods were agreed until the 5th August 2022. The parties subsequently agreed to exercise the option to extend the Contract further, until the 30th September 2024 (the “Extension Period”).
- 4.3 BHP decided to enter into contract with one contractor (Wates) to provide both planned works and responsive repairs. At the time this was probably seen as a good idea as it would reduce costs due to economies of scale. Also, if Wates were delivering responsive repairs, the intelligence from that part of the service, would provide a better understanding of required planned works. This, in turn, would reduce the number of responsive repairs required. It is important to note that Wates have provided a good service for residents and customer satisfaction remains high with 82% satisfaction with the responsive repairs service in April 2023.
- 4.4 Brent Housing Management (“BHM”) recognise how important it is to make the right decision when planning how to deliver the repairs service following the expiry of the Wates contract. To help inform decision making, an independent options appraisal was commissioned. Interviews were held with several consultants and BHM identified ARK Consultancy and 4i Solutions as the right organisations to undertake this exercise. ARK and 4i have a long track record in advising and supporting Registered Providers in various areas of housing, including similar options appraisals.

5.0 Principles

- 5.1 The decision on how the repairs service should be delivered in the future must be measured against our main principles for the service:
- Customer satisfaction – Improves the customer journey including, flexible appointments, high rates of first visit completions and clear communication.
 - Value for money – fits within the framework of the HRA, delivers reduced visits per job, and improve voids turnaround times.
 - TSM compliant – can deliver year on year improvement in Tenant Satisfaction Measure (TSM) results.

- Help the local economy – creates jobs for local people and opportunities for local businesses to deliver our services.
- Local depot – provides a depot within Brent to deliver the service.
- Ensure services are flexible and adaptable to change – build in control, flexibility and resilience to manage future change.
- Engages residents in service improvement.

6.0 Relevant Dependencies and Issues

- 6.1 Before reviewing the potential options for delivering our new repairs service, it is necessary to look at the current Social Housing climate in which the Council operates. Any option chosen will need to be future proof and address some of the issues the Social Housing sector is facing.
- 6.2 Tenant Satisfaction Measures (TSM) went live on 1st April 2023. BHM are now required to report to the regulator the residents' satisfaction in several areas including repairs, safety checks and complaints. The results will be published twice a year and the Council will be included in a league table with other Registered Providers. TSM's are a move away from transactional surveys to perception surveys. Generally, when you move to perception surveys satisfaction tends to reduce as it can be based on several factors not just how good your last repair was. BHM undertook quarterly TSM surveys over the last year to gauge what the responses are likely to be when we start reporting to the regulator. In the first three quarters of 22/23, 53% of residents had an overall positive response to the Council keeping properties in good repair. This was lower than expected and wouldn't take a huge shift to reduce below 50%. This makes it essential that the option chosen does not have a negative effect on resident satisfaction.
- 6.3 BHM have had issues with the recruitment of technical staff and so has the rest of the sector. Wates has also had difficulty recruiting and maintaining good staff to deliver the repairs service. Salary has been a factor for both BHM and Wates. As the required technical skills are in high demand, BHM have found it hard to recruit permanently under the Council's current pay structures. Skilled trades workers are also in demand and are offered higher wages to work on new developments than they would carrying out responsive or planned repairs.
- 6.4 Material costs have quadrupled in some areas over the last year, which makes it difficult to have cost certainty. Wates have had to negotiate higher rates with BHM on these materials to cover their costs. It is not clear whether prices will continue to rise but what is clear is that the cost of materials will need to be absorbed somewhere in the service.
- 6.5 In general, an inhouse option provides greater control over the service, which allows the flexibility to tailor the service to deliver to the needs of our residents. Residents can have a lot more input in shaping the service they receive. Whilst this option does provide greater control, it will also increase the risk. There are some added complexities when managing Direct labour in the public sector and we would need to procure a depot / site to locate the service (workshops, warehousing, vehicles and staff).

- 6.6 When deciding on an option, the Council needs to select the option that best fits with the principles in Section 5.0. The Council will also need to consider how long the option will take to implement, what are the costs of implementation, what structures need to be in place for the option to be successful, including a risk mitigation plan.

7.0 Options Appraisal

Option 1 – Insource the entire repairs and maintenance service - Pros and Cons

Responsive DLO and Contracts Manager			
Trade Supervisor RR Voids	Trade Supervisor RR	Trade Supervisor RR	Trade Supervisor RR
2 Planners	1 Planner	1 Planner	1 Planner
20 Multi-trade Operatives	10 Trade Operatives 3 Multi-trade Operatives	10 Trade Operatives 3 Multi-trade Operatives	10 Trade Operatives 3 Multi-trade Operatives
Planned DLO and Contracts Manager			
Trade Supervisor RR	Trade Supervisor RR	Trade Supervisor RR	Trade Supervisor RR
10 Trade Operatives	10 Trade Operatives	10 Trade Operatives	10 Trade Operatives
Depot for respite, vehicle and material storage			
88 Vans 6 Tipper trucks			
Dynamic Scheduling Software			
Material Management System			

- There will be a Responsive Repairs in house manager, managing insourced staff and support contractors and Planned Repairs manager, managing insourced staff and support contractors.
 - 4 trade supervisors managing 39 operatives covering responsive repairs and 20 multi-trade operatives covering voids.
 - 4 trade supervisors managing 40 planned works operatives.
- 7.1 Insourcing the repairs would give greater control over the service. However, it is the industry norm to subcontract between 40 and 60 percent of repairs, even under an insourced model. Whilst the Council will be delivering repairs directly to residents, there will also be a requirement for some of the work to be delivered by contractors. Therefore, high levels of control are more perceived than actual.
- 7.2 There would be a lot more control over apprenticeships, which would help grow the workforce and offer opportunities to residents in and around Brent.
- 7.3 There would be TUPE implications for the Council, which means we would be legally obligated to employ the current team working for Wates back office and operatives. Contractors will generally want to keep their good staff and move them to another contract before the TUPE list was formulated.
- 7.4 All risks shift to the Council. At the moment, Wates manage a lot of the Council's risk when undertaking repairs. They have robust health and safety procedures to ensure staff and residents are safe when repairs are being undertaken. This

risk will be with the Council as well as the other risks we currently have in ensuring that residents are safe in their homes.

- 7.5 A new structure would be required to deliver the service as the current structure does not have the capacity to deliver an insourced service. There will also be a skills gap with trade specific supervisors, if they are not on the TUPE transfer list.
- 7.6 This option does give the ability to recruit from the local community provided residents have the right skills and experience.
- 7.7 The set-up costs to insource the service will not be able to be contained within the HRA. This would be the case even without the existing pressures, which has left a saving requirement of £3m from the management and maintenance budgets in order to deliver a balanced HRA. The option of insourcing one half of the borough was also explored but the costs are similar.
- 7.8 The cost of Option 1 is estimated to be £10m for implementation and a further £2m per annum for management and infrastructure, in addition to repairs work costs.

Option 2 – Re-procure the entire repairs and maintenance service Pros and Cons

Brent North	Brent South
Lot 1 – Responsive Repairs	Lot 2 – Responsive Repairs
Lot 3 – Planned Repairs	Lot 4 – Planned Repairs
Lot 5 – Void Repairs	Lot 6 – Void Repairs

Brent North	Brent South
Patch based Housing officers/Surveyors	Patch based Housing officers/Surveyors

- Divide the Repairs and Maintenance provisions into six lots for external procurement, three in the north of the borough and three in the south of the borough.
- 7.9 Cost will inevitably increase as the Wates contract was let 9 years ago. Also, the increase in costs of materials and labour over the last year will have an influence of the overall cost of delivering the service. Although there will be an increase in costs, they are still expected to be contained within the HRA.
- 7.10 In this model, the borough would be split in half so we would have at least two contractors delivering the service. This would mean we no longer have one point of failure as we now do with Wates. By splitting the contract in two, it is less likely tier one operators would bid for the work.
- 7.11 The Council could tailor the procurement strategy to encourage local contractors to bid. This will require the removal of some of the barriers that are in place in a standard procurement for this type of contract.

- 7.12 Some risks will remain with the Council but the majority of the day to day risk will be with the contractor.
- 7.13 The current structure will be suitable to continue managing the services with very minor internal changes.
- 7.14 New contracts will be more robust with strong penalties for non-performance and there will be competitive challenge between contractors.
- 7.15 The cost of Option 2 is estimated to be £0.8m for implementation.

Option 3 – Deliver a Hybrid model

Brent North Outsource	Brent South Outsource
Lot 1 – Responsive Repairs	Lot 2 – Responsive Repairs
Lot 3 – Planned Repairs	Lot 4 – Planned Repairs
Lot 5 – Void Repairs	Lot 6 – Void Repairs

Brent North Local Contractor Framework	Brent South Local Contractor Framework
Local contractors	Local contractors

Brent North – Inhouse Handypersons	Brent South – Inhouse Handypersons
Patch based Housing officers/Surveyors	Patch based Housing officers/Surveyors
Multi-trade handy persons communal repairs	Multi-trade handy persons communal repairs
Vehicles and plant	Vehicles and plant

- Divide the Repairs and Maintenance provisions into six lots for external procurement, three in the north of the borough and three in the south of the borough.
- Establish a framework listing small local sub contractors, which can be used by both the Council directly and by the externally procured contractors.
- Develop an in-house handyperson service. A team of up to ten people, who will carry out communal repairs and other minor repairs in dwellings.

Option 3 – Hybrid model Pros and Cons

- 7.16 In this model, the borough would be split in half so we would have at least two contractors delivering the service. This would mean we no longer have one point of failure as we now do with Wates. By splitting the contract in two it is less likely tier one operators would bid for the work.
- 7.17 The Brent local contractor framework would provide contractor resources directly for Brent and for the main contractors, which will make working for Brent more accessible to smaller contractors. Management of the framework of contractors would be through a digital platform.
- 7.18 Costs will inevitably increase as the current contract was let 9 years ago. Also, the increase in cost of materials and labour over the last year will have an

influence of the overall cost of delivering the service. Although there will be an increase in costs, they are still expected to be contained within the HRA.

- 7.19 Some risks will remain with the Council but the majority of the day to day risk remains with the contractors.
- 7.20 The current structure will require some changes to deliver the handypersons service and the expanded pool of contractors.
- 7.21 New contracts will be more robust with strong penalties for non-performance and there will be competitive challenge between contractors.
- 7.22 The cost of Option 3 is estimated to be £1.2m for implementation. The estimated cost of the handy person service based on a maximum of 10 members of staff is expected to be £0.6m. Last year (22/23) we spent £0.9m on communal repairs, so we expect the Handyperson service cost to be within the budget for communal repairs. Vehicles are estimated to cost £0.4m and consultant fees to support in the delivery of the option 3 is likely to be in the region of £0.2m.

8.0 Stakeholder and ward member consultation and engagement

- 8.1 Three members' forums were held in July 2023. The sessions were well attended with an average of 21 members per session. The forums generated good discussions about the service and how it could be best delivered in the future.
- 8.2 The first members forum set the scene of the current service in terms of how members viewed the service, which was in the form of an interactive Jamboard. The Members Looked at the current management structure and how the service was performing against other local authorities on key indicators such as average number of days to complete a repair and satisfaction with the repairs service. The key take aways were:
 - Members were not happy with the service provided by Wates.
 - When compared with our peers Brent are performing well on repairs.
 - TSM results last year showed improvements throughout the year.
 - Members supported the principles for the new service as set out at paragraph 5.1.
- 8.3 The second members forum discussed in detail the two options outlined in this paper, Option 1 re-procure the repairs service externally and Option 2 internalise the repairs service. The discussions covered the possible team structures, the approximate costs, the pros and cons and the compatibility with the principles set out above in 5.0. The key take aways were:
 - The costs for internalising the repairs service could not be contained within the HRA.
 - Re-procuring the service externally was a better fit for the principles in section 5.0 than internalising the service.

- Members wanted to see an option for internalising repairs in half the borough and a hybrid option where communal repairs service was brought in house and local contractors were able to win work.

The third members forum focussed on the two new options requested from the second session, namely internalise the service for one half of the borough and model a hybrid option where the borough would be split in half so we would have at least two contractors delivering the service. In addition, a Brent local contractor framework would provide contractor resources directly for Brent and its contractors and develop an in-house handyperson service focussing on communal repairs.

- 8.4 Through discussion around the possible team structures and approximate costs, it was noted that internalising half the borough would still have similar set up costs to internalising the whole borough only achieving a saving of approximately £2m. The hybrid model did also have some additional costs when compared to the fully outsourced option of approximately £300K. Key take aways were:

- The costs for internalising half of the repairs service could not be contained within the HRA.
- The hybrid service was a better fit for the principles in section 5.0 than internalising half the service.
- Members would like to progress with the hybrid option.

- 8.5 The hybrid option presented to members consisted of two to six contractors delivering responsive repairs, voids and planned works across the borough. It included a Brent local contractor framework that would allow Brent to use the local contractors directly and would also provide the sub-contracting resource for the contractors delivering responsive repairs, voids and planned works. The intention would be to write the use of the Brent framework contractors into the tender process. As part of the hybrid model there would also be a handyperson service that are tasked with completing communal repairs across the borough. It is hoped this service would help to keep satisfaction with communal repairs high and reduce costs, as communal repairs currently constitute 60% of our exclusion repairs costs and are the subject to many complaints. It is also anticipated this team will build up and increase in capacity over time to give them the ability to take on other areas of the service.

9.0 Recommended Option

- 9.1 The hybrid model is the recommended option as it meets all of the agreed principles in section 5.0. This option provides some of the flexibility you would get from an insource model but not with the same prohibitive costs and risks.
- 9.2 This option still provides the stability of main contractors delivering a large part of the service that reduces the risk for the Council.

- 9.3 There is competitive performance challenge across the model, which will drive good performance and allow BHM to move work around to ensure that residents receive the best service at all times.
- 9.4 This is the model that was seen as the best for community wealth building, as this could be done through a local contractor framework and direct employment of handypersons. The opportunity is also there to build the capacity and expertise of the inhouse team so they are able to deliver other parts of the repairs service.

10.0 Timetable

10.1 See below timetable that sets out the key dates to the launch of the new service.

10.2 Repairs and Maintenance tender process.

Future repairs delivery actions dates	Proposed* Dates
Cabinet	11/09/23
Completion of tender documents and specifications	Oct 23
Invitation to tender per geographic split	Nov 23
Tender submission	Jan 24
Evaluation and Moderation	Mar 24
Award Decision	May 24
Mobilisation	May 24 to Aug 24
New service starts	01/10/24

10.3 Procure a framework of local sub-contractors.

Future repairs delivery actions dates	Proposed* Dates
Cabinet	11/09/23
Market Engagement	Oct-Nov23
Completion of tender documents and specifications	Nov 23
Invitation to tender	Dec 23
Tender submission	Feb 24
Evaluation and Moderation	Apr 24
Award Decision	Jun 24

Mobilisation	July –Sept 24
New service starts	01/10/24

10.4. Develop an in-house handyperson service.

Future repairs delivery actions dates	Proposed* Dates
Cabinet	11/09/23
Organisation structure completed, Job specifications created and evaluated	Oct-Jan 24
Jobs advertised	Feb 24
Start of new service	Apr 24

*Proposed dates could be subject to change

11.0 Financial Considerations

- 11.1 Repairs undertaken to Council housing stock is funded from the Housing Revenue Account (HRA). Budgets are set annually and in line with affordability within business plan over a 30 year period.
- 11.2 Overall budget set for repairs in 2023/24 is £15m for cyclical and responsive, with a further £15m budget allocated for planned works. Both budgets combined cover the integrated asset management, which consists of planned, cyclical maintenance and responsive repairs to Council homes.
- 11.3 Construction industry costs have increased significantly and likely to remain at those levels without falling when the current economic pressures subside. Re-procurement option 1 is likely to experience price increases against current schedule of rates. Inflation on existing repairs budgets between 5% to 10% could result in additional budgetary requirements ranging between £1.7m to £3.4m. Initial implementation costs are estimated at £0.8m. Cost increases to re-procurement of contracts will require funding through a combination of inflation on rental income and efficiency savings to avoid budget deficits.
- 11.4 Internalising the repairs service in option 2 is estimated to require £10m for initial set up. In addition, it is estimated to require £2m per annum on top of existing budget profiles for the management and infrastructure costs associated with insourcing repairs service. The HRA currently faces financial challenges due to rent caps, cost inflations and the need to address tower block refurbishments, therefore medium-term investment plans must be approached cautiously. The financial business plan projections take into consideration forecast inflation on rental income and efficiency savings, this however does not estimate sufficient budget capacity to absorb increased costs associated with insourcing of repairs.

- 11.5 Hybrid option 3, where the majority of repairs are outsourced to a group of contractors and an internal handyman service focusing on communal repairs is estimated to cost £1.2m for implementation, this is £0.4m more than option 1 for re-procurement. The additional cost of implementation is estimated to be mitigated through cost reductions in communal repairs through the use of an internal Handy person service. Management cost of Handy person service is estimated at £0.6m and is £0.3m less than budgeted spend on responsive communal repairs at £0.9m.
- 11.6 High levels of uncertainty around cost inflation and rising interest rates pose a financial risk to the HRA. This has an impact on the cost of materials for repairs and affordable labour market, as well as potential need to borrow in order to fund major refurbishments to tower blocks, therefore posing further challenges to financial affordability in the HRA. Cost increases associated with repairs management will require funding through a combination of inflation on rental income and efficiency savings to avoid budget deficits.

12.0 Legal Considerations

- 12.1 The current repairs service contract with Wates Construction Limited expires in September 2024 and therefore the Council must consider future options for delivery of the housing repairs service.
- 12.2 Option 1 proposes the outsourcing of all repairs and maintenance works. This will require the procurement of the service in accordance the Public Contracts Regulations 2015 ("PCR 2015") (or replacement legislation). The procurement of a contract for a comprehensive repairs service or alternatively the procurement of contracts by way under separate lots, will involve the procurement of High Value Contracts valued over £10M under the Council's Contract Standing Orders and Financial Regulations and as such Cabinet approval will be required to procure and award (unless Cabinet delegates award to an Officer).
- 12.3 A hybrid option referred to in paragraph 7.16 proposes, inter alia, the establishment of a Brent local contractor framework. The PCR 2015 governs the establishment of frameworks and therefore there will be statutory requirements regarding the selection of providers on any framework established.
- 12.4 As the repairs service is currently outsourced, Council staff are unlikely to be impacted by any proposed outsourcing. Wates staff currently working on the contract are likely to be subject to the TUPE. Should there be the procurement of service by way of contracts under separate lots, the transfer of Wates staff is unlikely to be straightforward however as it may be difficult to determine which contract staff will be assigned to.
- 12.5 Should insourcing as set out in Option 2 be the preferred option, this would result in staff currently working for the current contractor transferring to the Council pursuant to TUPE and the integration of this workforce with current BHM staff. There would be a requirement for staff transferring to the Council

pursuant to TUPE to transfer in due course to the Councils standard employment terms and conditions and access the Local Government Pension Scheme. Option 2 would also require the procurement of a depot / site to locate the service and the consequent entry into a range of contracts to support the service.

- 12.6 Decisions on services changes which are likely to result in a significant change in the services provided to residents may require consultation with residents. Depending on what options are favoured, consultation may be required. Such consultation must be carried out while proposals are at a formative stage, must give sufficient reasons for proposals and allow adequate time for consideration and response. If the Council has a preferred option it must state that in the consultation process. The decision maker must give conscientious consideration to the responses to the consultation.

13.0 Equality, Diversity & Inclusion (EDI) Considerations

- 13.1 Pursuant to s149 Equality Act 2010 (the “Public Sector Equality Duty”), the Council must, in the exercise of its functions, have due regard to the need to:
- (a) eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act
 - (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,
- 13.2 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.
- 13.3 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.
- 13.4 There is no prescribed manner in which the council must exercise its public sector equality duty but having an adequate evidence base for its decision is necessary.
- 13.5 An Equality Analysis of the preferred option will be undertaken in due course.

14.0 Climate Change and Environmental Considerations

- 14.1 As part of the tender process we will explore the idea of requesting all contractor vehicles are electric or hybrid to reduce emissions whilst they travel around the borough. Handyperson’s vehicles will all be electric.

- 14.2 The above will help the Council's environmental objectives and climate emergency strategy.

15.0 Human Resources/Property Considerations (if appropriate)

- 15.1 Option 1 would increase the workforce by circa 100 trade staff, which would require additional resources from support services such as human resources, health and safety and procurement.

16.0 Communication Considerations

- 16.1 The local contractor framework will require a communication strategy that will include an open day where local contractors are invited to discuss the opportunity of working with the Council. BHM are also working with Brent Works to support in the recruitment of handypersons for the new service.
- 16.2 As highlighted in 12.6 there is likely to be significant change in the way services are provided for residents, therefore a detailed communications plan will be developed to include tenants and leaseholders as the new repairs service is implemented.

Report sign off:


Peter Gadsdon

Corporate Director, Resident Services

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

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	Cabinet 11 September 2023
	Report from the Corporate Director of Resident Services
	Lead Cabinet Member – Leader of the Council (Councillor Muhammed Butt)
Brent Data and Insight Strategy	

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
List of Appendices:	One Appendix 1: Brent Data and Insight Strategy
Background Papers:	None
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1.0 Executive Summary

- 1.1. The purpose of this report is to introduce the Brent Data and Insight Strategy and Delivery Plan (Appendix 1), which fulfils the commitment in the Brent Borough Plan 2023-27 to develop a dedicated data strategy that supports the council in becoming an organisation that maximises the value of data in all that we do.

2.0 Recommendation(s)

- 2.1 Cabinet is recommended to consider and endorse the Brent Data and Insight Strategy and Delivery Plan, as set out in the accompanying document.

3.0 Detail

3.1 Cabinet Member Foreword

- 3.1.1 The Brent Data and Insight Strategy is our key strategic document for defining our approach to harnessing the power of data to improve the ways we work, collaborate, and deliver better outcomes for local people. The strategy has been developed in-line with our new Borough Plan 2023-27 and is designed to support delivery of its priorities over the next four years. It is an ambitious strategy that places Brent and partners at the forefront of innovation in local services, helping us to work in more modern, joined-up and agile ways, whilst staying true to our core principle of ensuring no resident is left behind.

3.2 Context

- 3.2.1 A robust data strategy should support an organisation's highest-level priorities. In Brent these priorities are set out in the Borough Plan 2023-27. The Brent Data and Insight Strategy has been developed to run parallel to the new Borough Plan and act as a catalyst for its delivery. At the highest level this is expressed in its vision statement: *By 2027 we will become an organisation that maximises the value of data to innovate, improve services and deliver better outcomes for Brent.*

- 3.2.2 The strategy sets out the approach for achieving this vision over three themes, each with an overarching data-goal:

Theme	Goal
Culture	Develop a culture that recognises and promotes the value of data in everything we do
Technology	Ensure consistent, joined-up and best use of data tools, technologies, and approaches across the organisation
Skills	Enable all staff to gain and use the skills they need to maximise the value of data in their role and throughout the organisation

- 3.2.3 These goals align with other key Brent strategies, including the Digital and Cyber Security strategies, and support related priorities for example, improving data quality, the ICT systems roadmap, and development of the Brent Data Academy.
- 3.2.4 The Data and Insight Strategy will be a public-facing document and is designed to be accessible to data experts and non-experts alike, including residents, elected members and all Brent staff. For staff in particular, it is intended as a tool to align and promote data-themed initiatives across the council - for example, the Financial Inclusion and Corporate Complaints dashboards and 2021 Census tools and products - and to increase awareness of the importance of using data ethically, responsibly, safely and well in all roles.

3.3 Background

- 3.3.1 A wide range of engagement work has informed development of the strategy, including a council-wide review of arrangements for performance and data functions. Through a series of in-depth sessions with managers, officers, and senior representatives of all performance and data teams, the review identified multiple data challenges and opportunities to be factored into and addressed through the strategy. This included developing data skills (at all levels), more effective use of data tools, improving access arrangements for reporting against key systems and databases, developing Brent's data architecture, increasing knowledge of data sharing arrangements, and ensuring a consistent approach to developing data products. Above all, improving data quality was identified as the top priority in need of a coordinated, corporate approach.
- 3.3.2 The Brent Data Network, a staff-led forum for sharing best practice and resolving common data challenges, have also been fully engaged in developing the strategy. This has included proposals to formalise the group as a key part of its governance structure, with attendees acting as data champions across the council and the Data Network being assigned responsibility for identifying data issues, challenges, and opportunities to be reported into the oversight board (currently the Information Governance Group).
- 3.3.3 A draft Data and Insight Strategy was considered by the council's Data Ethics Board, which consists of senior council officers and independent, external data experts. Board members provided feedback to help refine key elements of the strategy and have endorsed the final product. The Data Ethics Board will continue to be utilised throughout delivery of the strategy, providing guidance and challenge to ensure innovative use of data in Brent adheres to legal, ethical and best practice guidance.
- 3.3.4 Pending Cabinet approval, implementation of the delivery plan will commence with senior leadership and oversight provided by the council's Information Governance Group (pending a forthcoming review of strategic boards); ensuring all council departments are actively engaged in the strategy. The Transformation service, within Resident Services, will be responsible for coordination and ongoing development of the delivery plan.

4.0 Stakeholder and ward member consultation and engagement

- 4.1 The Leader of the Council is the lead member for this strategy and has been engaged in its development, including drafting of the lead member foreword and demonstrations of key data products and their role in achieving the overall vision.
- 4.2 The draft strategy has been approved by the Customer and Digital Board, which includes senior representatives of all council departments. Data leads and a wide range of other Brent staff have contributed to the development of the strategy as outlined above.
- 4.3 The Brent Data Network is open to all staff to attend, presenting further opportunities for staff in all roles to continue to actively engage in delivery of the

strategy. A key goal within the Delivery Plan is to increase attendance of the network, which will include exploring how representatives of partner organisations can engage with the strategy and effectively collaborate with the council.

- 4.4 Throughout the life of the strategy an ongoing data-conversation with Brent residents will be developed. This began in July 2023 where Brent council, in partnership with the London Office for Technology and Innovation (LOTI), participated in London Data Week. This included a data-focussed resident workshop, designed to better understand Brent residents' expectations for how the data they provide when accessing council services is (and could be) used. Learning from this session has been included in the strategy. Further work with LOTI and other partners will help develop this approach.

5.0 Financial Considerations

- 5.1 There are no financial implications arising as a result of this report.

6.0 Legal Considerations

- 6.1 Pursuant to s1 of the Localism Act 2011, the council has the power to do anything which an individual can do unless it is expressly prohibited (the power of general competence).
- 6.2 In accordance with s111 of The Local Government Act 1972 the local authority has ancillary powers to do anything conducive or incidental to its functions.
- 6.3 The Data Protection Act 2018 imposes 7 principles when processing personal data, which the Council is under a duty to comply with, namely:
1. processing must be lawful, and fair and transparent.
 2. processing must be for a specified, explicit and legitimate purpose; and must not be processed in a manner incompatible with the purpose for which it is collected.
 3. personal data must be adequate, relevant and not excessive in relation to the purpose for which it is processed.
 4. personal data must be accurate and, where necessary, kept up to date.
 5. personal data must be kept no longer than is necessary for the purpose for which it is processed.
 6. personal data must be processed taking appropriate security measures for the risks that arise from the processing.
 7. being able to demonstrate compliance with the above (accountability).
- 6.4 Furthermore, the council as a Data Controller is responsible for "implementing appropriate technical and organisational measures to ensure and be able to demonstrate that processing is proportionate in relation to the processing of personal data". Compliance with these key principles are fundamental for good data protection practice and ensures compliance with the detailed provisions of the DPA 2018 and UK GDPR.

6.5 Failure to comply with the principles can result in substantial fines being imposed by the Information Commissioners Officer. Pursuant to Article 83(5) (a) infringements of the basic principles for processing personal data are subject to the highest tier of administrative fines which could result in a fine of up to £17.5 million, or 4% of your total worldwide annual turnover, whichever is higher.

6.6 The Data and Insight Strategy seeks to build on, embed and comply with the Data Protection principles and implement good governance in data management. Implementation of the various elements of the Data and Insight Strategy will need to comply with the specific requirements of the Data Protection Act 2018.

7.0 Equality, Diversity & Inclusion (EDI) Considerations

7.1 The Data and Insight Strategy is designed to improve the quality of data across all Brent services and systems. This includes data that will help to build a greater understanding of residents (and Brent staff), which will enable more comprehensive analysis to support improved EDI outcomes for all areas of council work.

7.2 Equality Impact Assessments will be completed for individual Data and Insight Strategy Delivery Plan projects as required.

8.0 Climate Change and Environmental Considerations

8.1 The council declared a climate and ecological emergency in 2019 and set out to do all in its gift to become carbon neutral on a borough-wide basis by 2030. The council has subsequently adopted a Climate and Ecological Emergency Strategy (2021-2030) which sets out the council's route map to achieve this aim.

8.2 The three themes set out in the data strategy should enable greater support to the delivery of the council's Climate and Ecological Emergency Strategy and associated delivery plans. This should manifest itself through:

- Improved monitoring and accuracy of the sources of data which can be analysed to indicate the direction of travel towards Brent's Carbon neutrality goal;
- Supporting the development of new Green Neighbourhoods programmes and ensuring that both the decision-making around selection of the localities and the creation of localised action plans are evidence-led; and
- Supporting improved data management systems relating to the council's corporate buildings and operations, as part of the council's plan to decarbonise its own estate and operations by 2030

8.3 The physical data infrastructure, which is required to facilitate council operations at present, and through the duration of this strategy, should be carefully considered in relation to the amount of energy required and associated carbon emissions from council sites which host data centres. Oversight of this strategy should seek to include both the energy team and IT operations team

and ensure that these practical considerations are fed into the development of the council's plan to decarbonise its own estate and operations by 2030, which is currently ongoing.

9.0 Human Resources/Property Considerations (if appropriate)

9.1 There are no specific HR implications.

10.0 Communication Considerations

10.1 The strategy will be published on the Brent website. Targeted external communications will be developed to support delivery plan initiatives as required.

10.2 An internal communications campaign, designed to engage Brent staff in all roles, will commence with the launch of the strategy.

Report sign off:

Peter Gadsdon

Corporate Director of Resident Services

BRENT DATA AND INSIGHT STRATEGY 2023-27

DRAFT

VISION

By 2027 we will become an organisation that maximises the value of data to innovate, improve services and deliver better outcomes for Brent

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FOREWORD

It is with great pleasure that I introduce Brent's first ever dedicated Data and Insight Strategy, our key strategic document for defining our approach to harnessing the power of data to improve the ways we work, collaborate, and deliver better outcomes for local people.

This forward-thinking strategy has been developed in-line with our new Borough Plan 2023-27, called 'Moving Forward Together', and is designed to support delivery of its priorities over the next four years. It is an ambitious strategy that places Brent and partners at the forefront of innovation in local services, helping us to work in more modern, joined-up and agile ways, whilst staying true to our core principle of ensuring no resident is left behind.

Data as a concept is an increasingly broad and rapidly evolving area, and this brings complexity in understanding the challenges and opportunities it presents. In today's world we receive a constant stream of news and information, including stories that advocate the amazing potential of data for transformation and improving lives, as

well as valid concerns around privacy, security and accountability.

Our Data and Insight Strategy speaks to both sides of this coin. It is written to be clear and understandable to all audiences, and give reassurance that Brent remains ambitious in these challenging times, but equally, that in exploring the possibilities of data and implementing new approaches, we have robust controls and governance arrangements in place and ensure we are transparent throughout this journey.

These values underpin our strategy and are demonstrated in the actions we have already taken and will continue to progress over the next few years. I am proud that Brent was the one of the first local authorities in the UK to establish a Data Ethics Board - to support and guide us in using data in the right way - and am confident that through this strategy we will achieve many more successes as we use data in more progressive and effective ways to better serve our borough and support our residents.



Leader of Brent Council,
Councillor Muhammed Butt

INTRODUCTION

The Brent Data and Insight Strategy sets out the approach that the council will take to using data ethically, responsibly, safely and well. It is designed to be clear and action focussed to enable the best use of data and insight in helping to achieve our objectives and improve outcomes for local people.

This strategy will guide us towards realising our vision of **becoming an organisation that maximises the value of data to innovate, improve services and deliver better outcomes for Brent**. It outlines the relationship between data and the context in which we operate, defines our overarching data-goals and establishes council-wide arrangements and standards to support and coordinate their delivery.

It is a long-term commitment from the

council, changing the way we think about data by valuing it as a corporate asset and vital insight tool rather than a by-product of service delivery. This commitment includes investment in technology and prioritises upskilling our staff, but ultimately this is a culture change strategy, the focus is on people - including Brent officers, managers, elected members and the residents we all serve.

In delivering this strategy we will be changing habits and traditions. There may be uncertainty and challenges around doing things differently – whilst still complying with legislation and regulations – but through a consistent and joined-up approach, which focusses on achieving a wide range of benefits for all stakeholders, we will work collaboratively and with common purpose to realise our vision.



BENEFITS

By maximising the value of data across the organisation we will be able to deliver a range of benefits to our residents, partners and the council. Benefits will be tracked at a project-level through our digital programme and at a strategic-level through a range of key measures and indicators. Examples are included below.

Residents	Brent and partner staff	Senior managers and elected Members
<ul style="list-style-type: none">• A joined-up customer experience, in-line with modern expectations• Streamlined customer journeys: no need to repeat or re-key information• Increased trust that their data is secure and handled appropriately• More accessible services• Faster transactions and decisions• Greater transparency• Greater control of their data	<ul style="list-style-type: none">• Ability to work more collaboratively and effectively• Better access to relevant and accurate information• Greater understanding of residents, their needs and interactions with services• Dedicating more time to high-value work• Opportunities to develop new skills and knowledge• Empowered to self-serve and use data more effectively	<ul style="list-style-type: none">• Increased strategic grip and better-informed decision making• Access to accurate and timely evidence, reporting and insights• Greater accountability• More opportunities to drive efficiencies• Cost effective services• Ability to design and develop more tailored and pro-active services• Improved corporate memory

Example measures and indicators		
<ul style="list-style-type: none">• Resident Attitude Survey• Website / online user experience feedback• End-to-end processing time KPIs• Data-themed resident engagement sessions	<ul style="list-style-type: none">• Data skills assessments• Brent Open Data & Data Warehouse usage• Employee & stakeholder survey• Data Network attendance / engagement	<ul style="list-style-type: none">• Balanced Scorecard usage & feedback (at Cabinet, CMT and DMT levels)• Strategic dashboard usage & feedback• Corporate data product usage & feedback

DATA LIFECYCLE

Realising these benefits requires all Brent staff to play active roles in improving all of the ways we create, store, use, share, archive and dispose of data as an organisation. This includes understanding:

- the data lifecycle (below) for their individual services
- the value of that data to their service and the wider organisation, and
- how they can help maximise the value of that data

Data and information will be **destroyed** in the most appropriate and timely way in accordance with retention schedules.

Most of the data in Brent's data lifecycle is **created** as part of service request, delivery and management functions.



DEFINITIONS

- **Data facts.** Figures and a collection of values which can be collected together for reference or analysis
- **Information.** Data which has been processed and structured in some form and provided a context

CONTEXT

In many ways councils are different from other organisations. We are delivering an array of different services and also have responsibilities for the built and natural environments we live in. We are an aligned group of businesses with a common public service ambition – to make Brent better – and this diversity is both an opportunity and a challenge.

Successful delivery of each council service – from providing social care and housing, to fixing potholes and awarding community grants – is underpinned by

data. Every decision made, by every staff member, in every department, is based on an understanding of data and use of insight. And every action produces data, or, put more simply, facts or information about a particular subject or transaction that can be developed into insights for improving services.

To become an organisation that **by 2027 maximises the value of data to innovate, improve services and deliver better outcomes for Brent**, we need to ensure that the best data is available, understood and used in all decision making.



THEMES AND GOALS

The data and insight strategy sets out our approach for achieving this through three overlapping themes, each with an overarching data-goal:

- **1. Culture – develop a culture that recognises and promotes the value of data in everything we do**
- **2. Technology – ensure consistent, joined-up and best use of data tools, technologies and approaches across the organisation**
- **3. Skills – enable all staff to gain and use the skills they need to maximise the value of data in their role and throughout the organisation**



STRATEGIC ALIGNMENT

The data and insight strategy complements the work being undertaken through the digital strategy and the cyber security strategy, which are ensuring that we provide services that are secure, accessible, responsive, and delivered

as residents want them. A robust data strategy should support the highest-level priorities of the organisation. In Brent these priorities, including aligned outcomes and goals, are set out in our Borough Plan 2023-27:

BRENT BOROUGH PLAN 2023-2027

BOROUGH PLAN PRIORITIES

Prosperity and Stability in Brent

A Cleaner, Greener Future

Thriving Communities

The Best Start in Life

A Healthier Brent

BOROUGH PLAN EXAMPLE GOALS

- Ease the cost of living crisis through tailored resources and improved access to support
- Provide high quality responsive universal services
- Build over 1,000 new council homes
- Improve our approach and support around contextual and transitional safeguarding
- Work with partners including NHS, GPs and CNWL to tackle health inequalities
- Work with partners in developing a 'Built for Zero' approach to addressing rough sleeping
- Deliver the actions in our Climate and Ecological Emergency Strategy

As a council we provide over 800 services(1). Delivering the borough plan priorities and goals requires all of these services to deliver their individual functions as well as successfully collaborate with multiple other services and partners. For example, there is no single 'cost of

living service' in Brent. Support in this area is provided by different combinations of dozens of services – and delivery of this borough plan goal will involve innovative use and appropriate sharing of data. Likewise, successful 'contextual and transitional safeguarding' approaches

(1)LGA: [Guidance for new councillors 2019-20 \(local.gov.uk\)](https://www.local.gov.uk/guidance-for-new-councillors-2019-20)

require using data to support join-up between different Children's and Adult social care teams, as well as Community Safety, statutory partners, commissioned providers and more. Providing 'high quality responsive universal services' is enabled by customer insight and local intelligence – developed by data practitioners and used by managers to improve services. Similarly, before we 'build 1,000 new council homes', forecast modelling by performance and data teams is essential for informing the

size and type of housing required to meet future needs.

New approaches for addressing cross-cutting issues like rough sleeping, health inequalities and climate change will only succeed through better and more consistent use of data across the council and with statutory and voluntary sector partners alike.

Effective collaboration is at the heart of all borough plan goals - and the right data culture, technology and skills can be the catalyst for successfully achieving them.



SINGLE VERSION OF THE TRUTH

A key challenge in providing different services that create, store and use data for individual business needs is there can be many different versions of 'the truth' across the organisation. For example, Service A and Service B may hold different and potentially inconsistent data about the same resident, building or performance indicator (or anything else).

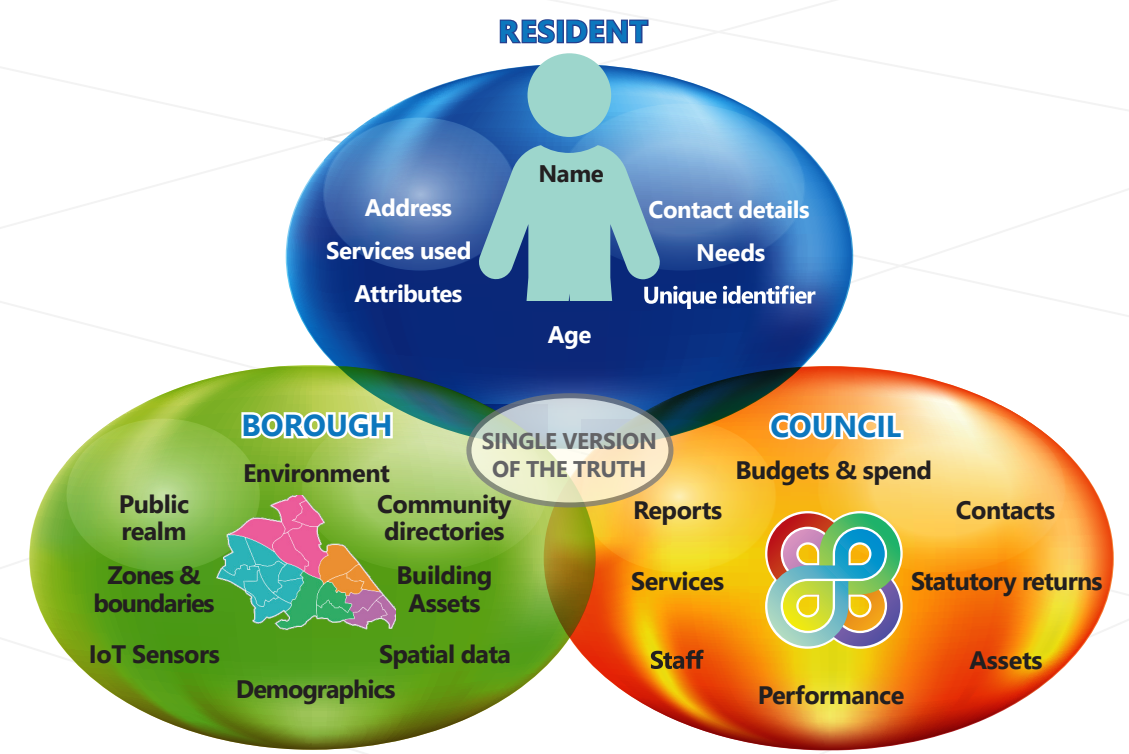
This can be frustrating for our residents, who think of the council as a single organisation (not a collection of disparate services) and expect a modern, joined-up customer experience. It is also a barrier to our staff, managers and elected members in serving our residents and developing value for money services that best meet local needs.

To maximise the value of data to the organisation we need to enhance and combine data from across the council to

enable decisions to be based on a single version of the truth. This includes developing a clear and accurate view of:

- **The Resident** – including attributes, needs and interactions with our services
- **The Borough** – including spatial data, local assets, IOT sensors and demographics
- **The Council** – for accurate reporting, service planning, budgeting and statutory returns

This is an ambitious goal, but the potential benefits for residents and other stakeholders are vast. Realising these benefits depends on coordinated activity at every level of the council to develop the right data culture, technology and skills.



CULTURE

1.CULTURE

To develop a culture that recognises and promotes the value of data in everything we do, we will build on existing arrangements and develop new approaches.

Key enablers include:

- The **Data Ethics Board** – consisting of senior council officers and independent, external data experts, this board provides support to ensure the council uses data the right way in accordance with legal, ethical and best practice guidance.
- The **Brent Data Network** – a staff-led group open to all officers and facilitated by the corporate Data and Insight team. The network meets regularly to share best practice and discuss and collaborate in resolving common data challenges.
- The **Brent Performance Management Framework** – we are refreshing our framework to ensure best use of data in measuring performance against our priorities and driving corrective actions where required.

- The **Brent Digital Strategy** – Brent’s digital ambitions, including safely testing new innovations, such as Artificial Intelligence (AI), and developing solutions to enable better use of data, are detailed in our public-facing [digital strategy](#).
 - **Information Governance Group** – comprised of senior representatives from each service area, this group sets standards and develops the [council’s approach to information governance](#), including information sharing protocols.
 - **Brent open data** – [a public-facing online portal](#) where we can publish datasets, council data, analysis and research reports – all together in one accessible, self-serve database
- This strategy is designed to increase awareness of these areas and help all Brent staff understand how they can support them in maximising the value of data in their work.

DATA QUALITY

A common challenge across all council services and support functions is data quality. **Data quality refers to its appropriateness to fulfil its intended purpose.** This purpose is set out in the [Brent corporate privacy policy](#) and includes enabling the council to provide a range of services to local people and businesses as required to fulfil our duties under UK legislation, statutory or contractual requirement or obligation.

Good quality data is essential for delivering efficient and effective services, and for matching datasets to achieve a single version of the truth. Data is created within the council in many different ways, but there are a set of commonalities between all data that can enable quality standards and support our data culture. We will use these standards to help measure, monitor and improve data quality across the organisation.

DATA QUALITY CHARACTERISTICS	
1. Accuracy: data is accurate when it reflects reality – the correct and current name or address is needed for accurate reporting and confident decision making.	4. Consistency: consistency is achieved when data values do not conflict with other values within a record or across different data sets. E.g. two systems having different tenants for the same address
2. Completeness: a data set is complete when all the data required for its use is present. This means defining what data is required for completeness and what is optional. E.g. a middle name in a customer record	5. Timeliness: timeliness indicates whether data is available when expected and needed. It can mean different things for different uses and is important as it adds value to information that is particularly time sensitive E.g. statutory returns
3. Uniqueness: data is unique if it appears only once in a database. A record can be a duplicate even if it has some fields that are different. E.g. the same customer recorded as both Mr J. Bloggs and Mr Joe Bloggs	6. Validity: validity is defined as the extent to which the data conforms to the expected format, type and range. E.g. an email address must have an '@'; and a numerical month should be between one and twelve.

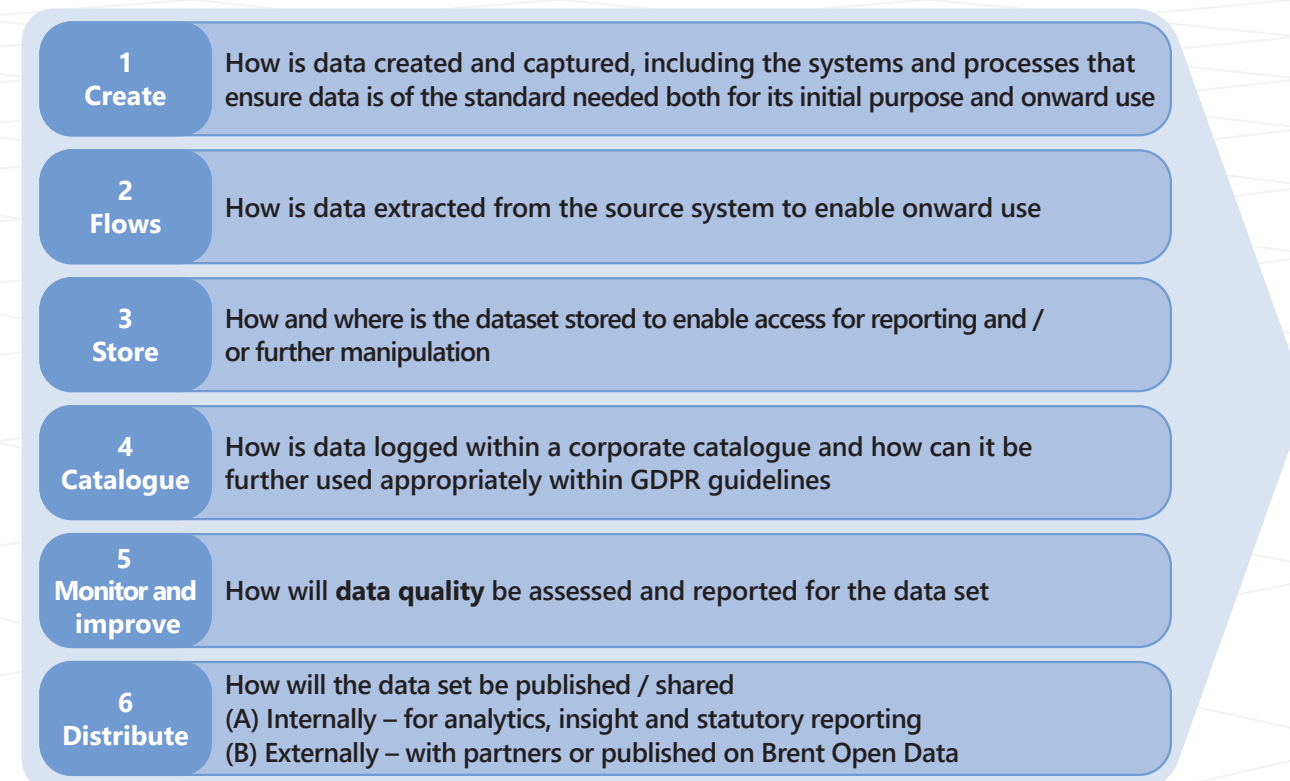
All staff are responsible for applying these standards in their roles and services to ensure data in Brent is fit for purpose. This includes

creating only high-quality data and storing it in the most appropriate, secure and accessible manner i.e. in line of business systems.

DATA MANAGEMENT FRAMEWORK

To support application of these standards, a council-wide data management framework

has been developed. This framework bridges the culture and technology themes of our data and insight strategy:



Formally monitoring and assessing our data quality to agreed standards; and introducing new governance arrangements that ensure accountability and coordinate improvement actions, will help drive an organisational culture that recognises and promotes the value of data. In-line with the framework, this includes measuring the quality of data both for its initial purpose (e.g. service delivery) and also for

onward use - such as insight development, reporting and supporting a **single version of the truth** to realise benefits for residents and the council.

Application of this framework - and answers to the six questions across our different services and systems - will inform development of further actions within the strategy delivery plan.

TECHNOLOGY

2. TECHNOLOGY

Technology plays a key role at each stage of the data lifecycle, from defining how data is created and captured (e.g. mandatory fields in online forms), to ensuring it is safely destroyed in accordance with regulations (e.g. digital solutions for deleting archived records at the end of their retention period) (2). The delivery plan for this strategy includes technology-themed actions that drive improvements at every step of the data lifecycle, including reducing the amount of data created and stored on paper and in spreadsheets, increasing opportunities to self-serve and use data effectively, and rolling out a corporate approach for digitising and deleting old records.

Data in Brent is primarily stored in

over 160 line of business systems and applications. To help ensure consistent, joined-up and best use of data tools and technologies across the organisation we have developed a systems and applications roadmap. The roadmap is an inventory of our systems and is used to inform long-term plans to rationalise the number in use, drive efficiencies and enable a single version of the truth by prioritising systems that support unique identifiers and high-quality data.

Successful application of our Data Management Framework requires further technology-themed actions, including new cross-council approaches to maximise the value of data to the organisation.



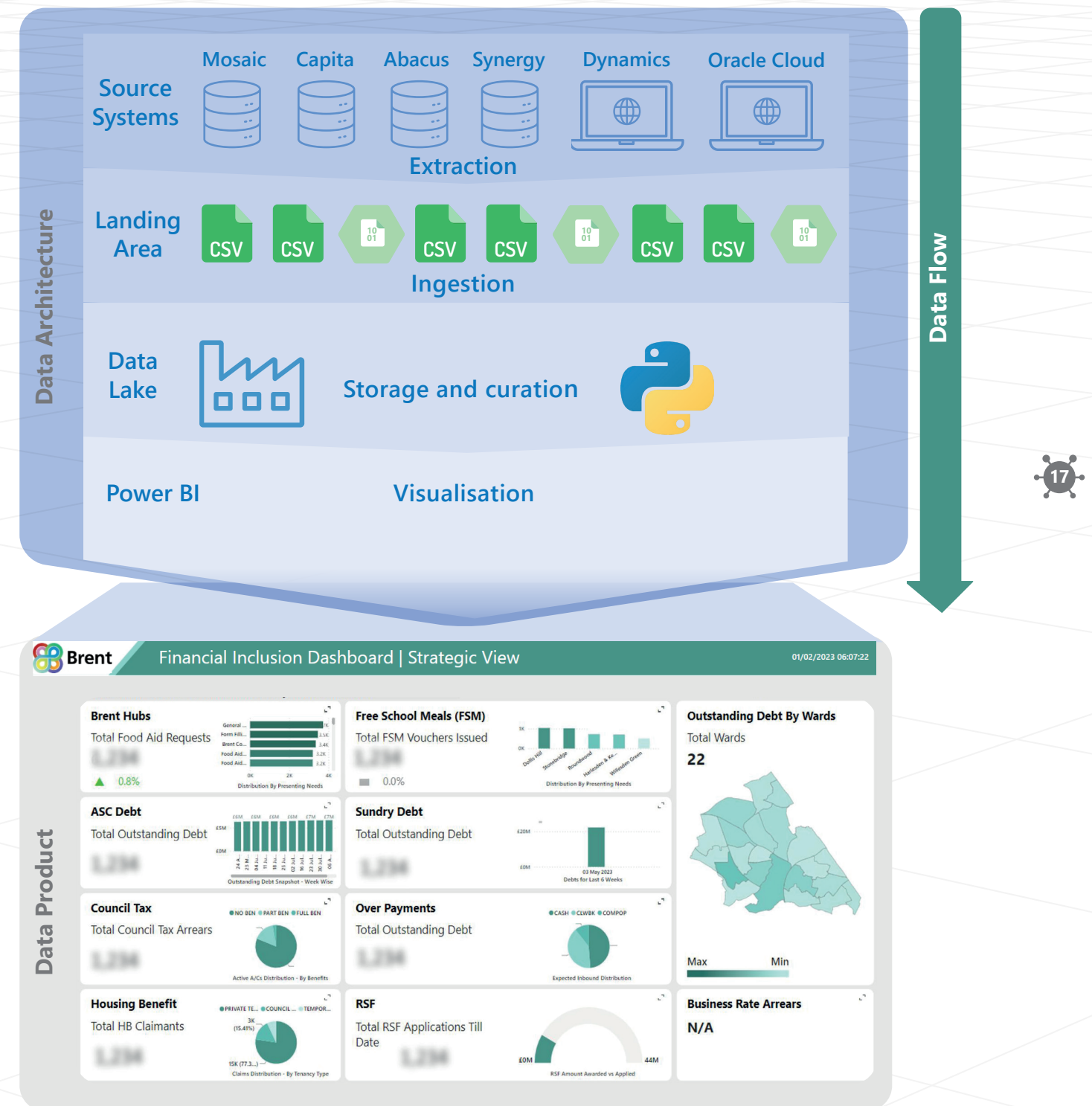
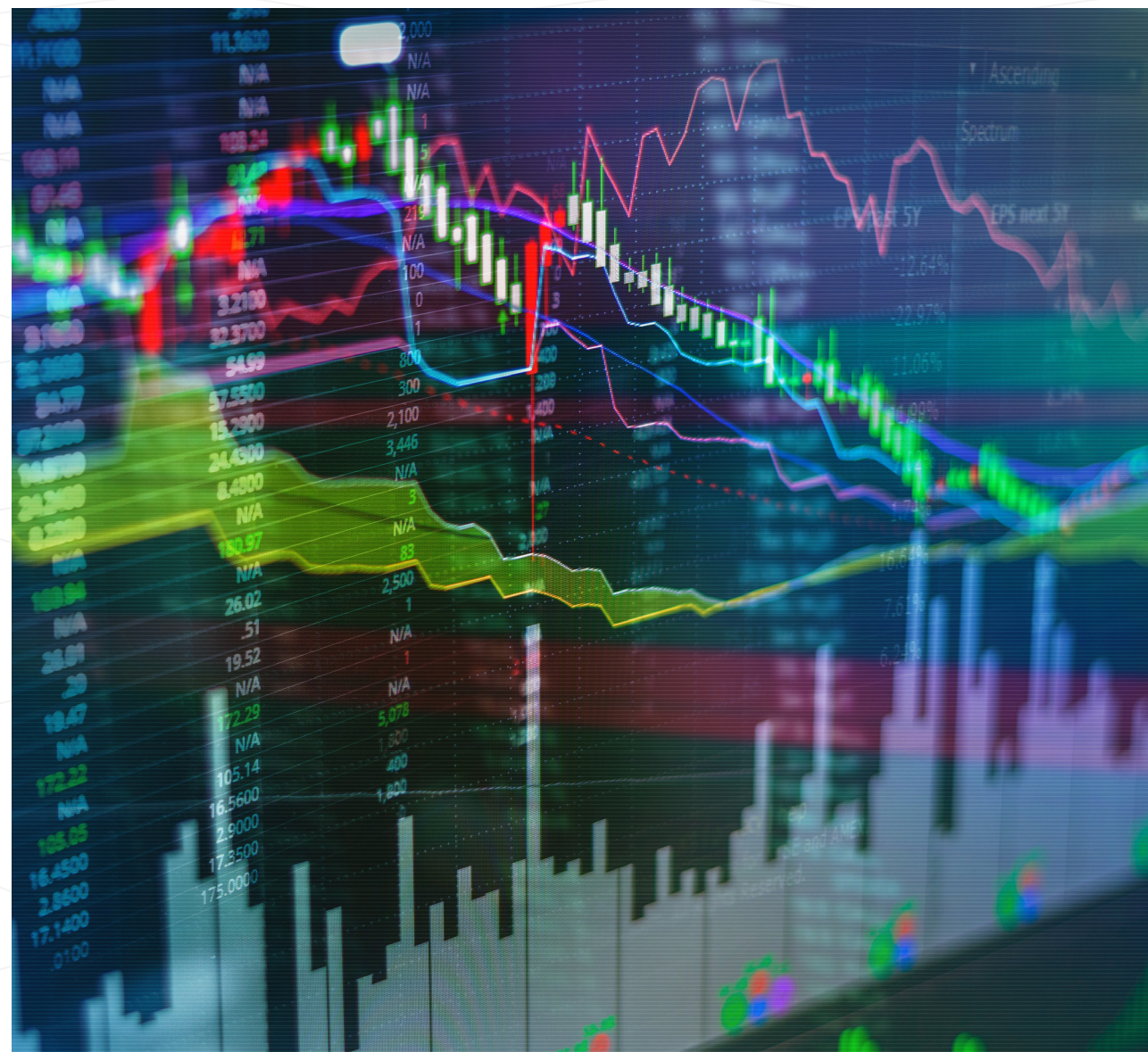
(2) Our [Information Asset Register](#) assists staff in locating where information is held, including retention details for different types of records.

DATA ARCHITECTURE

Data architecture documents an organisation's data-assets - including systems, files, databases and all other places data is created, stored and used - and maps how data flows between them. Developing a comprehensive, council-wide data architecture is a key step in implementing our Data Management Framework. It will help to standardise our approach to data, inform the target architecture for new data products, and

ensure the right data is available and used in all decision making.

The diagram opposite is a simplified example of some of the **data architecture** behind a single **data product**, in this case our Financial Inclusion dashboard. This dashboard is being developed to measure the impact of the Cost-of-Living crisis in Brent and enable better informed decisions for supporting residents in need.



CORPORATE DATA SYSTEMS

Successful delivery of our data and insight strategy requires effective use of multiple corporate data systems. These include:

- The **Brent Data Lake** – which is capable of ingesting, storing and curating large amounts of data that can be utilised in a wide range of data products. The data lake can ingest data from multiple sources – including line of business systems, IoT sensors and other corporate data systems – and will play a central role in making data available and understandable to support decision-making at all levels.
- **Master Data Management (MDM)** – which enables matching and linking of records across large data sets to support **a single version of the truth**. For example, MDM can identify where individual residents are accessing multiple council services; providing intelligence to help design more effective and better joined-up services around residents needs.

Ongoing development of these systems in-line with our Data Management Framework will maximise their value within our data architecture and help identify and address data quality challenges.

To ensure clarity of how we store and catalogue data as an organisation, and to support our Data Management Framework, further corporate data approaches will be developed within our data and insight strategy delivery plan.

These include:

- **Data Warehouse** – a repository for structured data. By extracting key datasets from our source systems and moving them to a staging area in a data warehouse, we will enhance our data security and improve our data analysis capabilities. The data warehouse will enable better access to reconfigured data for reporting, insight and data product development purposes, as well as support new security measures including anonymising / pseudonymising sensitive data records.
- **Data Catalogue** - a detailed inventory of all available data within an organisation. It will be used to enable our analysts and other practitioners to find and request the data they need for analytical, service delivery or data product development purposes. The universal Brent data catalogue will also be a key tool for helping to understand and assess the quality of data across the organisation.

DATA PRODUCT LIFECYCLE

Developing effective data products, including dashboards and more complex solutions, is essential in helping us to maximise the value of data to innovate, improve services and deliver better outcomes for Brent.

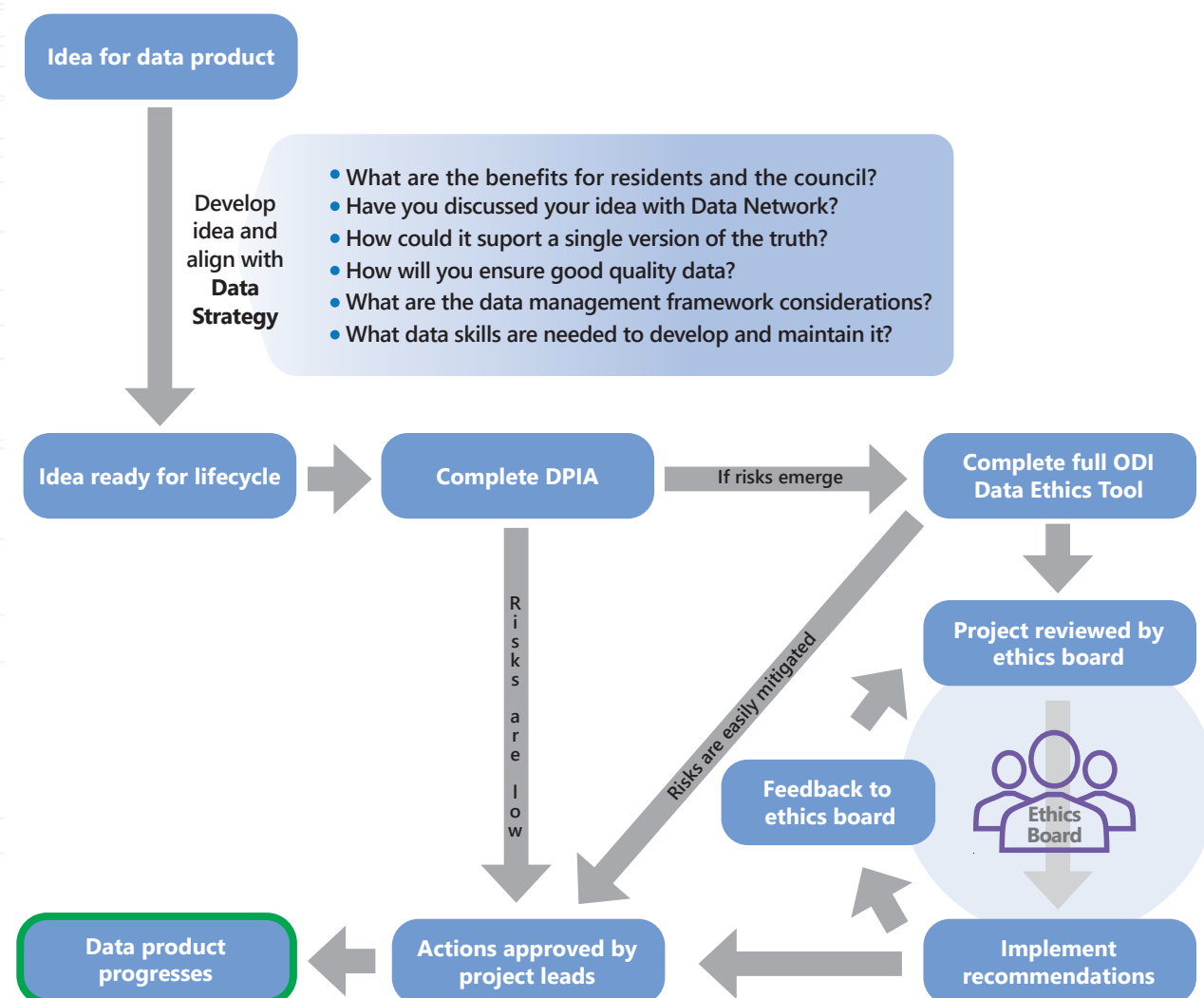
As an organisation we have already created and regularly use a range of data products to help us monitor and better understand things like the performance of our services; complaints, enquiries and responses; contract management; building usage and more. Over the life of this

strategy more Brent staff will gain the skills to develop new data products - and the technology to support increasingly complex and innovative solutions, including public-facing data products, will become more readily available.

To guide the development of new data products, we are introducing the Brent data product lifecycle. This process includes checks and controls to align the product with this strategy and ensure all of our products are secure, effective and use data in the right way.



DATA PRODUCT LIFESTYLE



SKILLS

3. SKILLS

Effective data skills are an increasingly important part of nearly all professions - and this is true across the wide range of roles responsible for successful delivery of Brent council services and borough plan priorities. Enabling all staff to gain and use the skills they need to maximise the value of data in their role and throughout the organisation is the final building block of our strategy.

Because of the diversity of council services, this requires a multifaceted approach - we

need to ensure our specialist performance and data staff have the technical skills for developing data products, advanced analytics, visualisations and insights; but we also need to empower our operational, support and managerial staff with the right data training and opportunities to excel in their roles. Ultimately, we need a council-wide skills approach that enables a common data language, a shared focus on the importance of data quality and data management, and a joint awareness of the art of the possible with data.



DATA SKILLS ASSESSMENT

A key step in this approach is the full launch of the apprenticeship-levy funded Brent Data Academy. As part of our Digital Strategy, we began investing in data skills by entering a test cohort of our data practitioners in a programme of data skills courses relevant to their roles. The learning from this test cohort will be used to refine and launch the council-wide Data Academy, which will offer a tiered programme of courses tailored to the requirements of the workforce as a whole and designed to support the goals of this data strategy.

The first action in progressing this is an **organisational data skills assessment**. This will include a skills survey to identify the gaps, needs and opportunities across all departments. The findings of the assessment will inform development of the Data Academy and aligned actions within our delivery plan:

- **Brent Data Academy** – the skills assessment will identify which of the different tiers of skills programmes within the academy would add the most value to individual roles. Alongside targeted engagement of senior managers to understand and align with departmental priorities, this will ensure data academy cohorts of all capabilities are empowered to have the greatest impact at both service and organisational levels.

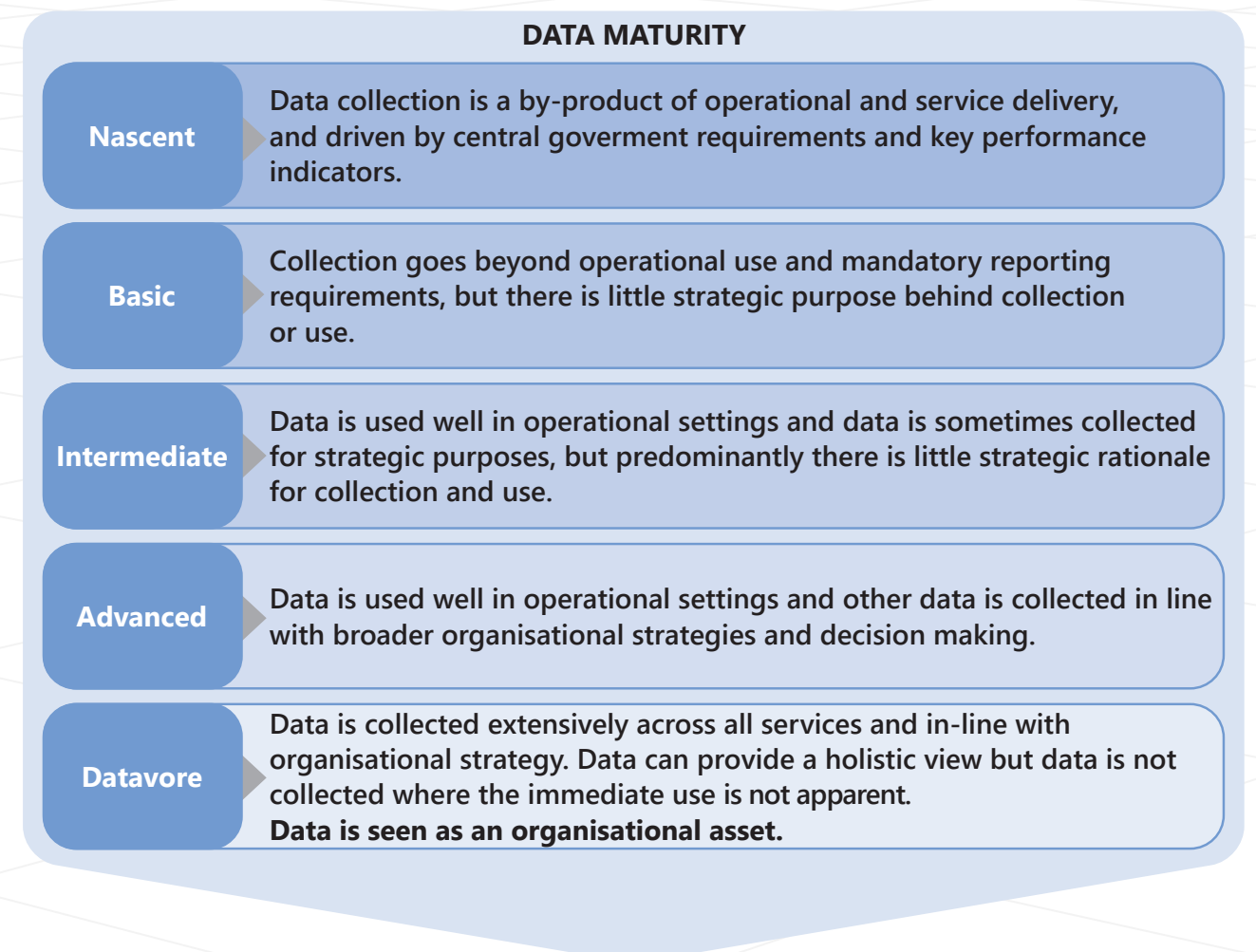
- **Gaps and opportunities** – the skills assessment will also identify gaps in our data skills and resources that need to be addressed through actions outside of the data academy. This may include, for example, additional investment in data apprenticeships and other roles, targeted training programmes to build more specialist data capabilities (e.g. data science), further development of our Data Network and other internal skills-sharing approaches, and joint working with LOTI and other key innovation partners.

Coordinated actions to enhance our data skills will underpin delivery of our data Culture and Technology goals. This involves reaching a critical mass of staff with the skills and knowledge to drive our data quality agenda, help embed our data management framework, and play active roles in enabling colleagues to optimise data as organisational asset.

DATA MATURITY

Dematurity refers to how advanced an organisation is in the way it manages and uses data. Our strategy will apply the Nesta local

government Data Maturity Model to measure our data maturity and journey towards achieving our vision. The Nesta model tracks progress against five stages:



Through continuous development of our data skills and ongoing delivery of our data strategy, we will reach the most advanced level of data maturity ('Datavore') and by

2027 will become an organisation that maximises the value of data to innovate, improve services and deliver better outcomes.

GOVERNANCE

4. GOVERNANCE

This strategy touches on all areas of the council and will deliver benefits for our residents, staff, managers and elected members.

To ensure the appropriate level of senior oversight and accountability across all departments, the Information Governance Group, chaired by the Brent SIRO, will oversee implementation of the Data Strategy Delivery Plan and ensure alignment with the Council's wider Information Governance arrangements (see opposite).

The Information Governance Group will link closely with other related groups and forums, including the Customer and Digital Board, Technical Design Authority, the Data

Ethics Board, and the Brent Data Network.

The Data Ethics Board is chaired by the Corporate Director of Resident Services and consists of senior council officers and external representatives, including experts in Healthcare, Data, Information Governance, Legal and academia fields. The board utilises the Open Data Institute (ODI) framework to review projects and provide feedback.

The role of the Brent Data Network, which is open to all staff to attend, will be formalised to include reporting into the Information Governance Group with common data issues, challenges and opportunities identified across the organisation.



GOVERNANCE – INFORMATION GOVERNANCE



Chief Executive - The Chief Executive has overall responsibility and accountability for the Council's information.

Council Management Team (CMT) -CMT set the strategic framework through which the Council governs its information resources.

Senior Information Risk Owner (SIRO)- The Corporate Director of Governance is the named SIRO for Brent Council. The SIRO is ultimately responsible for managing the risk to information and for ensuring that responsibility for information governance has been sufficiently organised to manage the risks, in accordance with the related policies, procedures and guidance.

Chief Information Officer (CIO) - The Corporate Director of Resident Services is the CIO and is responsible for advocating and championing the council's approach to information governance at the most senior level.

Caldicott Guardian (CG) - The Corporate Director for Adult Social Care & Health is the named CG for Brent Council. The CG is responsible for protecting the confidentiality of social care (Children and Adults) service-user information and enabling appropriate information sharing

Information Assets Owners (IAO) - Operational Directors and Heads of Services are Information Asset Owners and must take responsibility for the information created and held within their business function(s). They must complete the information Asset Register and review their assets and associated information risks annually. Information Sharing Agreements and Data Protection Impact Assessment (DPIA) must be entered into the Information Sharing Register.

Information Governance Group (IGG) - The IGG is comprised of senior representatives from each service area. The group sets the information governance (IG) standards and develops the council's approach to IG.

Information Governance Team (IGT) - The Information Governance Team (dpo@brent.gov.uk) supports the information governance function and is the first point of call for information governance matters.

All Staff - All Brent Council staff have a responsibility for information governance and managing information in accordance with the law and our 'Access to Information Rule Book'. Staff must ensure they uphold the principles of the Data Protection Act 2018 while working with personal information. If a member of staff doesn't adhere to these rules they would be breaching the Code of Conduct Policy.


DELIVERY PLAN

5. DELIVERY PLAN

Area	Detail	2023/24	2024/25	2026/27
Data quality	We will identify, prioritise and resolve data quality issues in Tier 1 line of business systems (including NEC Housing, NEC Revs and Bens, Dynamics, Mosaic and IDOX): <ul style="list-style-type: none">• Deliver data quality pilot for one system area e.g., NEC Housing / Voids.• Evaluate pilot and test approach with other areas in same system e.g., NEC Housing / Repairs• Refine model for other services and systems, and develop pipeline of areas to be resolved across Tier 1 systems	Agree model. 3 areas resolved in Tier 1 systems, including: <ul style="list-style-type: none">• NEC Housing• IDOX	6 areas resolved in Tier 1 systems, including <ul style="list-style-type: none">• NEC Housing• Mosaic• Dynamics	6 areas resolved in Tier 1 systems, including <ul style="list-style-type: none">• Mosaic• Dynamics• NEC Revs and Bens
	We will maximise value of Master Data Management (MDM) in improving data quality and security: <ul style="list-style-type: none">• Complete MDM health-check('Data Lifecycle', 'Data Product' etc.)• Complete MDM architecture review• Review alternative technologies to support development of a single view• Implement recommendations	Baseline data record matching rate established	Matching rate improved by 25% against baseline	Matching rate improved by 25% year on year
	We will develop data quality measures and manage data quality at a corporate level: <ul style="list-style-type: none">• Develop and agree generic data quality measures• Develop and agree system-specific data quality measures• Develop and agree corporate data quality monitoring tools and arrangements (e.g. balanced scorecard / dashboard)	Corporate data quality baseline measures established	Data quality improved by 25% against baseline	Data quality improved by 25% year on year
Single version of the truth	We will develop an increasingly clear, consistent and accurate view of our Residents, the Borough and the Council.	Corporate Power BI Design Principles agreed ----- Financial Inclusion Data Lake project completed ----- 2 thematic maps / layers added to online Brent offer	10 Corporate Power BI Dashboards created ----- 2 Data Lake projects completed ----- 5 thematic maps / layers added to online Brent offer	20 Corporate Power BI Dashboards created ----- 2 Data Lake projects completed ----- 10 thematic maps / layers added to online Brent offer

5. DELIVERY PLAN (CONTINUED)

Area	Detail	2023/24	2024/25	2026/27
Culture	We will engage staff at all levels and all roles to recognise and promote the value of data in everything we do. This will include collaborating with partners on cross-cutting issues and data challenges.	Identify and train all Information Asset Owners ----- Average Data Network attendance = 20 staff ----- 1 Data Network priority area / project added to programme ----- 3 data projects / challenges considered by the Data Ethics Board	100% of Information Asset Register reviews completed annually ----- Average Data Network attendance = 40 staff ----- 2 Data Network priority areas / projects added to programme ----- 3 data projects / challenges considered by the Data Ethics Board	100% of Information Asset Register reviews completed annually ----- Average Data Network attendance = 60 staff ----- 2 Data Network priority areas / projects added to programme ----- 3 data projects / challenges considered by the Data Ethics Board
Technology	We will ensure consistent, joined-up and best use of technology	3 applications will be decommissioned or integrated with other systems ----- 30% of data practitioners securely self-serving data via Data Warehouse ----- Outline Brent Data Architecture developed ----- AI pilot completed and evaluated	3 applications will be decommissioned or integrated with other systems ----- 60% of data practitioners securely self-serving data via Data Warehouse ----- Detailed Brent Data Architecture developed ----- 2 AI projects delivered	3 applications will be decommissioned or integrated with other systems ----- 100% of data practitioners securely self-serving data via Data Warehouse ----- Target Brent Data Architecture agreed ----- 2 AI projects delivered
Skills	We will enable all staff to gain and use the skills they need to maximise the value of data in their role, and address data-skills gaps across the organisation	Organisation-wide skills assessment completed ----- 2 data apprentices recruited ----- Mandatory data ethics e-learning module developed	40 staff enrolled on Data Academy ----- 2 data apprentices recruited ----- 90% of all staff successfully complete data ethics module	40 staff enrolled on Data Academy ----- 2 data apprentices recruited ----- 90% of all staff successfully complete data ethics module

	Cabinet 11 September 2023
	Report from the Corporate Director of Communities & Regeneration
	Lead Cabinet Member – Regeneration, Planning & Growth (Councillor Tatler)
Parks Improvements - Alperton Housing Zone	

Wards Affected:	Alperton, Wembley Central
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:	Six Appendix 1: Alperton Parks & Open Spaces Map Appendix 2: Consultation Outcome Appendix 3: One Tree Hill & Mount Pleasant existing playground Appendix 4: One Tree Hill & Mount Pleasant costs breakdown Appendix 5: Engagement Plan Appendix 6: Equality Analysis AHZ Parks Improvements
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Jonathan Kay, Head of Regeneration 020 8937 2348 Jonathan.Kay@brent.gov.uk Kelly Eaton, Head of Parks Leisure & Cemeteries 020 8937 5565 Kelly.Eaton@brent.gov.uk Yaz Aboubakar, Principal Regeneration Officer 020 8937 3630 Yaz.Aboubakar@brent.gov.uk

1.0 Purpose of the Report

- 1.1 This report seeks Cabinet approval for Strategic Community Infrastructure Levy (SCIL) and the use of Public Health funding to design, plan and deliver improvements to One Tree Hill and Mount Pleasant Open Spaces.

2.0 Recommendation(s)

2.1 That Cabinet approve £525,466 Strategic Community Infrastructure Levy funding and £100,000 Public Health funding to design, plan and deliver improvements to One Tree Hill and Mount Pleasant Open Spaces.

2.2 That Cabinet approve the engagement plan for proposed improvement works.

3.0 Detail

3.1 Cabinet Member Foreword

3.1.1 Alperton is the second fastest growing ward in the borough, with its population projected to rise to around 30,000 by 2041. The Council is committed to investing to enhance Alperton's parks and green spaces, to support regeneration and growth, and help meet the growing demand for outdoor recreation and exercise.

3.1.2 Investing in Alperton's parks aligns with key priorities in Brent's 2023-2027 Borough Plan, including increasing physical activity participation rates. Upgrading amenities and access will encourage park utilisation, boosting mental and physical wellbeing through accessible spaces for active lifestyles. As Alperton's population grows over the next two decades, thoughtfully enhancing open spaces will allow the borough to maintain an exceptional quality of life for all residents, both current and future.

3.1.3 Brent Youth Strategy (2021–2023) - Theme 4 “Places and facilities” highlighted the demand for more local, youth-dedicated spaces. This project would ensure Parks and open spaces are accessible to young people including the provision of SEND friendly play equipment, to enable young people to meet, be themselves, have fun and develop positive relationships.

3.1.4 Brent's Climate and Ecological Strategy (2021–2030) aim is to make Brent one of the greenest boroughs in London, to be enjoyed by humans and all natural life. Parks and open spaces will help reduce carbon dioxide emissions and reduce the effect of extreme heat in the summer.

3.2 Background

3.2.1 The growth in the Alperton Growth area, with 1,400 new homes delivered in the past 10 years and at least 6,500 new homes expected by 2040, is resulting in increasing demand on local parks and open spaces and the need for improvements to them. The parks and open spaces in Alperton have long been identified for investment, initially in the 2011 masterplan and again in the Local Plan. There are also proven public health benefits from improving access to parks and open green spaces.

3.2.2 Improvements have already been carried out to Alperton Sports Ground, and are scheduled to be delivered to Heather Park, funded by Neighbourhood Community Infrastructure Levy (NCIL) and S106 funds respectively.

- 3.2.3 One Tree Hill and Mount Pleasant are yet to secure funding to deliver improvements (see Appendix 3 for One Tree Hill & Mount Pleasant existing playground equipment). There has been no investment in Mount Pleasant Open Space in many years and whilst One Tree Hill received a grant from the English Cricket Board to install cricket nets in 2021, there has been very little other investment in the park, other than through community NCIL applications. The scale of the improvement required in both parks, far exceeds the Parks Service revenue budget.
- 3.2.4 The February 2021 Alperton Open Space consultation demonstrated that One Tree Hill and Mount Pleasant public open space are popular and well used. Investment would make the spaces more attractive and increase their resilience to withstand the current high and future growing levels of use. Amongst the 205 responses for One Tree Hill and Mount Pleasant, 38% of respondents said their park is poor or very poor. The most common reasons stated were anti-social behaviour, poor walking paths and rubbish. These views are supported by the Parks Service and their engagement with the local residents' associations and park neighbours. Alternative sources of funding such as SCIL are the only way to facilitate the improvements that are necessary in our parks.
- 3.2.5 The proposed improvements to these open spaces are important for improving physical and mental health and wellbeing of residents in the area.
- 3.2.6 A third of Brent's population are physically active for less than 30 minutes a week (Sport England Active Lives Survey). Healthy Places is one of the five priorities in Brent's Joint Health and Wellbeing Strategy which highlights the need to increase access to green space, with improved access to parks for adults and children with disabilities. By improving walking paths in parks, the Council will also address health issues, in particular health problems associated with a lack of exercise and ensure people of all ages will be able to enjoy walking in a natural green environment and the physical and mental health benefits that brings.
- 3.2.7 The Parks Service is supportive of the project to make improvements to the parks mentioned. Having met with local residents and ward councillors the service is aware of the need to invest to improve the quality of those spaces for the benefit of all who use them. It is furthermore hoped that by investing in these parks, more local residents will choose to use them, increasing footfall, dwell time and helping to reduce anti-social behaviour.
- 3.2.8 See Appendix 4 for detail on the proposed improvements, subject to approval and subsequent consultation with local residents and stakeholders.

Objectives

- 3.2.9 The aim is to improve the play experience by creating areas where families and young people can use high quality facilities. Access improvements, new signage, seating, tree planting and public art will benefit local residents and visitors.

- Develop proposals to balance various park users' needs, encourage users to continue using and supporting the parks, and attract new visitors,
- Co-design - engage with local communities when drawing up proposals and to inform decision making.
- Provide good quality open space that contributes to the social, economic and environmental quality of regeneration and the general appeal of Alperton as a good place to live, and contributes to community cohesion in accordance with theme 4 'Nature and Green Space' of the Council's Climate and Ecological Emergency Strategy.
- Improve the quality of paths within parks and open spaces in accordance with theme 4 'Nature and Green Space' of the council's climate and ecological emergency strategy.
- Improve play and sport facilities in parks and open spaces in accordance with theme 4 'Nature and Green Space' of the council's climate and ecological emergency strategy.
- Install bins to reduce litter and encourage recycling.
- Install new benches to encourage visitors to dwell in the park.
- Install new welcome signage.
- Paint existing playground railings.

Options Appraisal

3.2.10 The choice facing the Council is whether to:

1. Do nothing about the poor condition of these parks highlighted by residents and ward members. By not investing in One Tree Hill and Mount Pleasant open spaces, the condition of these open spaces will deteriorate amidst the growing population in the area. Parks Service view is anti-social behaviour would continue to take over both spaces.
2. Invest SCIL and public health reserve funding to improve residents' perceptions about One Tree Hill and Mount Pleasant Open Spaces and increase the number of residents who actively use these open spaces, reduce anti-social behaviour and create an environment where residents feel safer.

4.0 Stakeholder and ward member consultation and engagement

- 4.1 The Cabinet Member for Regeneration, Planning & Growth has been briefed on the improvements plan for One Tree Hill and Mount Pleasant open spaces.
- 4.2 Meeting with Ward Members are scheduled for 12th September 2023.
- 4.3 An engagement plan with stakeholders has been attached as appendix 5. Consultation events will be held with residents and local stakeholders, including Ward Members and local schools to inform designs of the open spaces.

5.0 Financial Considerations

- 5.1 The estimated cost for the improvement works in the parks and the sports ground is £625,466 and includes 10% contingency and 10% future

maintenance cost allowance. This report seeks approval for a budget allocation to this value of £625,466, with an allocation of £525,466 Strategic Community Infrastructure Levy (SCIL) and £100,000 from the public health reserve to fund this spend.

- 5.2 If the actual cost of delivering these works exceeds the proposed budget, then the scope of works will have to be rationalised, or such excess funded from borrowings unless additional SCIL allocation is approved to fund such excess spend.

6.0 Legal Considerations

- 6.1 Section 216 of the Planning Act 2008 states “CIL regulations must require the authority that charges CIL to apply it, or cause it to be applied, to supporting development by funding the provision, improvement, replacement, operation or maintenance of infrastructure”.
- 6.2 Section 216 defines infrastructure as comprising (a) roads and other transport facilities; (b) flood defences; (c) schools and other educational facilities; (d) medical facilities; (e) sporting and recreational facilities, and (f) open spaces. SCIL funding can therefore be used towards infrastructure that comes within these categories.
- 6.3 Section 209 of the Planning Act provides that ““development” means— (a) anything done by way of or for the purpose of the creation of a new building, or (b) anything done to or in respect of an existing building.”
- 6.4 Section 3.2.1 of this report’s states that “The growth in the Alpertown Growth area, with 1,400 new homes delivered in the past 10 years and at least 6,500 new homes expected by 2040, is resulting in increasing demand on local parks and open spaces and the need for improvements to them” SCIL can be applied to improving and investing in open spaces.

7.0 Equality, Diversity & Inclusion (EDI) Considerations

- 7.1 Under Section 149 of the Equality Act 2010, the Council has a duty when exercising their functions to have ‘due regard’ to the need:
- a. To eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited under the Act;
 - b. Advance equality of opportunity; and
 - c. Foster good relations between those who share a “protected characteristic” and those who do not.
- 7.2 This is the Public Sector Equality Duty (PSED). The ‘protected characteristics’ are: age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, sex, and sexual orientation.
- 7.3 The purpose of the duty is to enquire into whether a proposed decision disproportionately affects people with a protected characteristic. In other words, the indirect discriminatory effects of a proposed decision. Due regard is the regard that is appropriate in all the circumstances.

- 7.4 The proposals in this report have been subject to Equalities Analysis (Appendix 6). Officers believe that there are no identified adverse implications relating to equality issues. The parks improvements include new playground equipment, upgraded walking paths and other measures which are expected to have potential positive impacts for groups with the protected characteristics of age, sex, race, disability, and pregnancy and maternity, and a neutral impact on all other protected characteristics.

8.0 Climate Change and Environmental Considerations

- 8.1 Parks and open spaces play a vital role in supporting biodiversity and mitigating climate change and these proposals are aligned with the Council's Climate and Ecological Emergency Strategy.

- 8.2 When selecting new trees and plants for these parks, Officers will prioritise trees and plants that will enhance biodiversity, withstand anticipated climate impacts, and provide food and habitat for pollinators and wildlife.

9.0 Human Resources/Property Implications (if appropriate)

None applicable

10.0 Communication Considerations

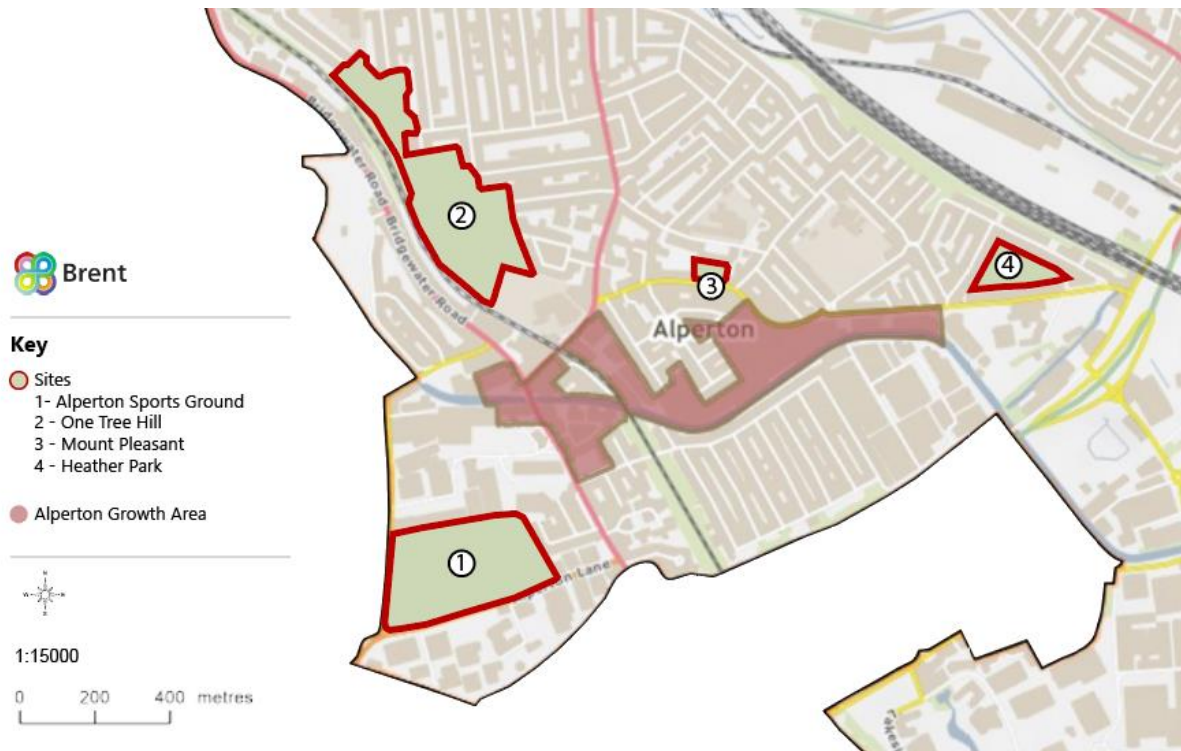
- 10.1 See Appendix 5 for details.

Report sign off:

Zahur Khan

Corporate Director of Communities and Regeneration

Appendix 1: Alperton Parks & Open Spaces Map



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Alperton Parks and Open Spaces Survey: Findings Report

Introduction

Parks and open spaces are vital to daily life and physical and mental health. From having a picnic with family and friends, taking a walk, to exercising, high quality green spaces enhance the quality of life, health and wellbeing and improve residents' perceptions of their community.

The Regeneration team and Parks Services conducted this consultation to understand satisfaction levels with Alperton Sports Ground, Mount Pleasant, Heather Park and One Tree Hill, identify challenges and highlight any opportunities there are for improvements. The consultation findings will be used to inform future funding bids for improvements to the parks and open spaces.

The purpose of this report is to present the findings of the consultation.

The consultation

The Alperton parks and open spaces survey was conducted from Monday 15th February 2021 to Friday 12th March 2021. The survey was designed to capture information about park users' reasons for visiting the parks and open spaces, experiences and perceptions about their local parks and ideas for future improvements.

290 responses to the survey were received through the council's consultation portal. The survey was conducted online with no face to face engagement due to the Government restrictions on Covid-19. The survey was available in English, Gujarati, Somali, Polish and Hindi.

The survey was emailed to stakeholders which includes Friends of the parks, ward councillors, community and voluntary organisations, schools, businesses, GPs and local businesses to share with their networks in the community. In addition, the survey was advertised on noticeboards around the parks and open spaces, social media was used to promote the consultation and an article in the resident's e-newsletter.

Headline findings

The headline analysis is a snapshot of the consultation outcome by all parks and open spaces. Breakdown analysis for each park or open space is available below.

- 1) We received 164 responses to the survey from park users and residents of One Tree Hill Recreation Ground, 64 Alperton Sports Ground, 41 Mount Pleasant Open Spaces and 21 Heather Park open space.
- 2) More than 60% of respondents live within 10 minutes' walk from their local park or open space. 90% of Heather Park respondents live less than 5 minutes away from their open space.

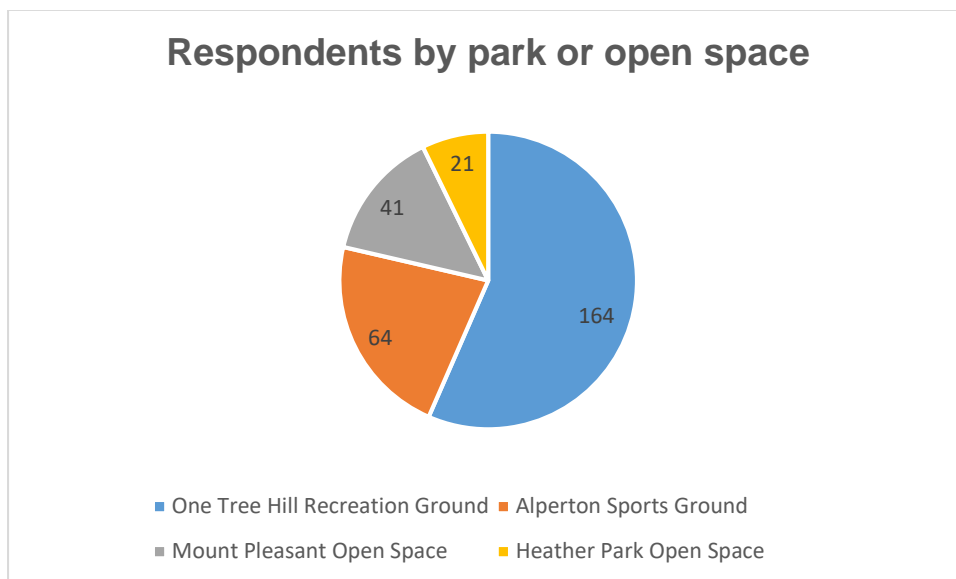
- 3) 82% (238) of respondents indicated that their park or open space is extremely important to them.
- 4) The majority of respondents said they visited the park or open space weekly, with 48% (138) of respondents visiting the park daily. Park users in all the parks or open space are more likely to visit the park weekly. The increase in park usage can be interpreted as a result of the Covid-19 restrictions.
- 5) The top 5 reasons for visiting the park or open space were:
 1. Walking
 2. Enjoying the green space
 3. Exercise
 4. Visiting the playground
 5. Sports and games
- 6) In answer to the question "How would you rate the play and sports facilities that are available": 50% (20) of Mount Peasant Open Space park respondents rated the quality of play facilities as fair compared with 35% of One Tree Hill. Whilst Heather park users and visitors (52%) rated the sports facilities as very poor.
- 7) The top 5 things respondents value about their park or open space were:
 - 1) Cleanliness
 - 2) Safety and security
 - 3) Trees
 - 4) Location
 - 5) Available facilities
- 8) Overall 121 (42%) of respondents said their impression of their local park or open space was poor or very poor, 88 (30%) of said fair and 81 (28%) said it was very good or good.

The top 3 reasons given based on the number of times they were mentioned when asked "Please tell us the reason for your response to question 8?"

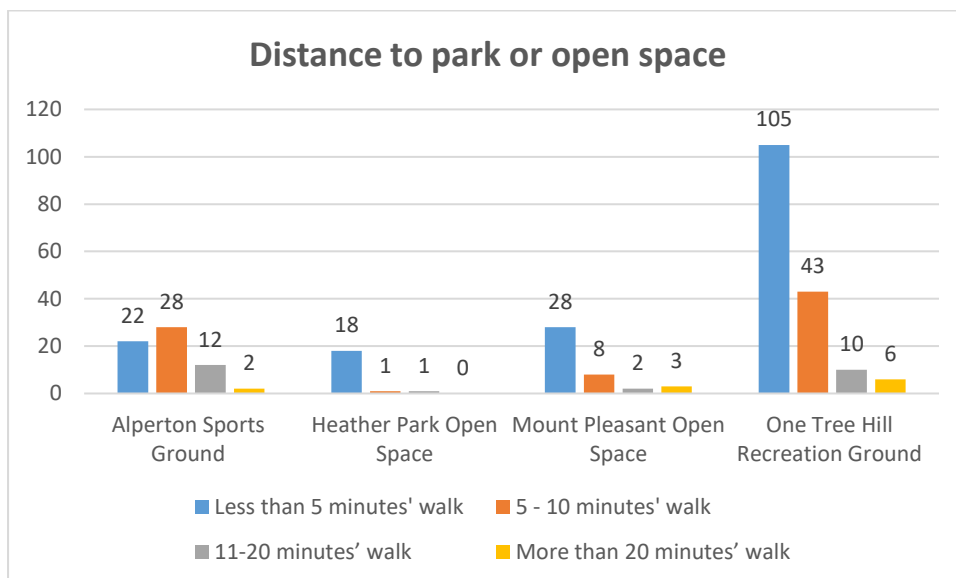
- 1) Litter and fly tipping
 - 2) Drinking, drugs, urinating and anti-social behaviour issues
 - 3) Not enough seating / benches
- 9) The top 3 improvements suggested by respondents are:
 - 1) Improved cleanliness
 - 2) More seating areas
 - 3) Improvements to play equipment's
 - 10) 102 respondents said they would be interested in joining a steering group for their local park or open space, if a steering group was created.

Findings

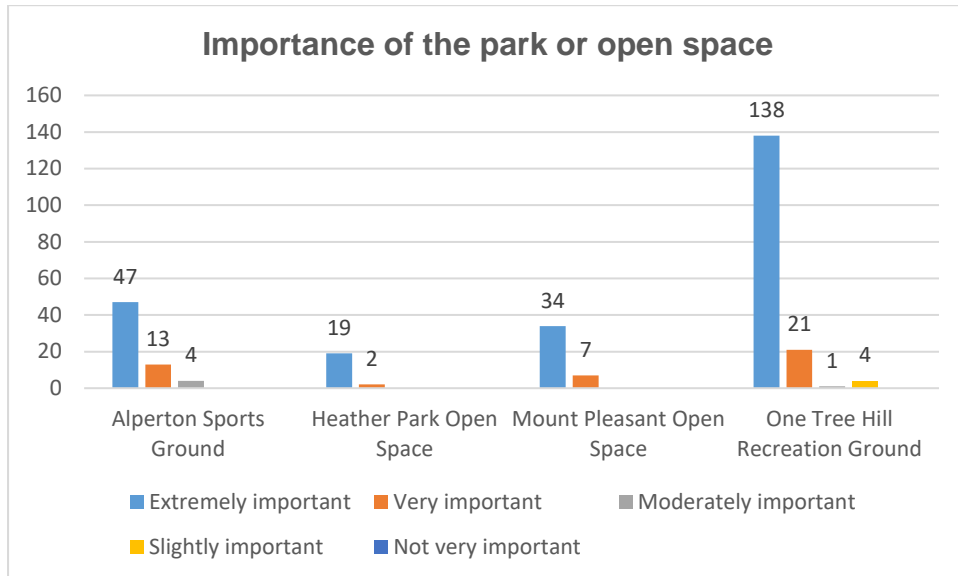
Q1. Please, select your local park from the list – This identifies the parks or open spaces the respondents were providing feedback for.



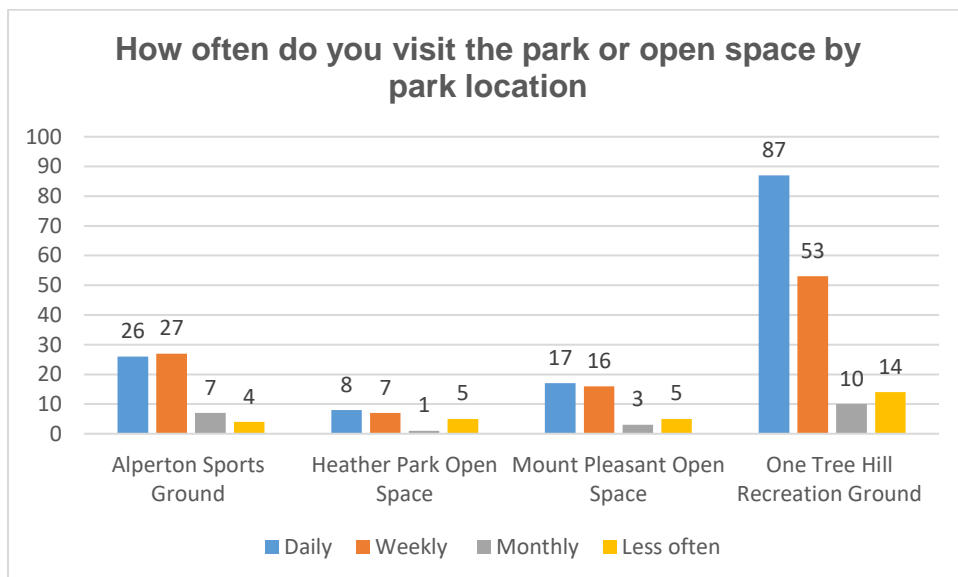
Q2. How far do you live from your park or open space?



Q3. How important is the park or open space to you?

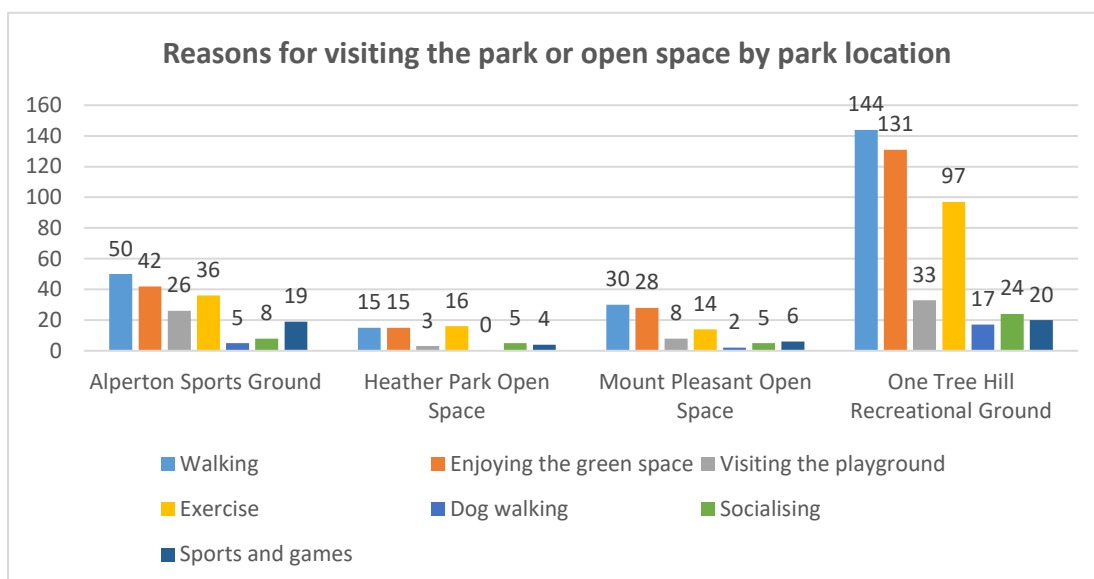


Q4. How often do you visit your park or open space?



There were 290 responses to this part of the question.

Q5. What are your main reasons for visiting the park or open space?

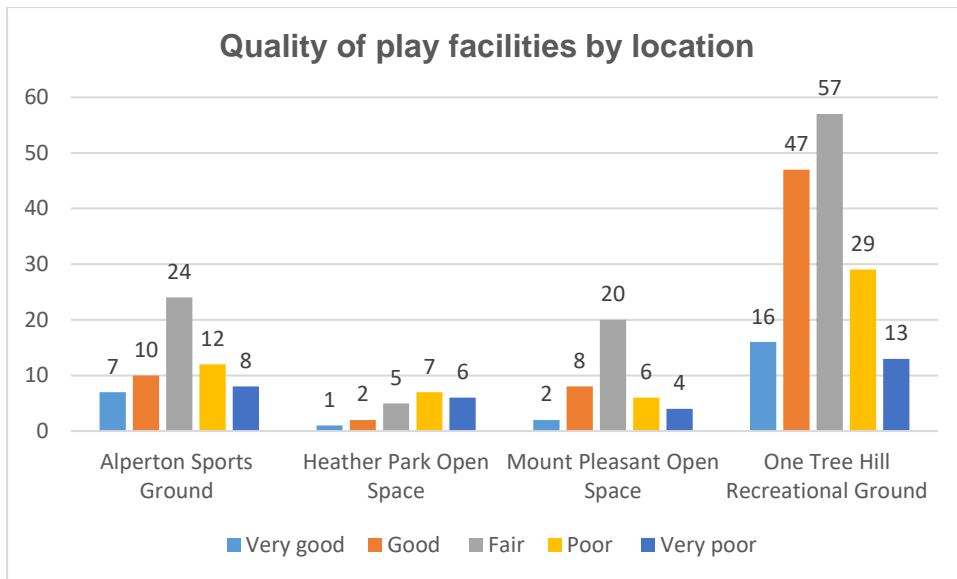


Respondents were asked to select more than one reasons for visiting their local park or open space. Walking 83% (239 times) was ranked as the highest by visitors of all the four parks and open space followed by enjoying the green space 76% and exercise 57%. .

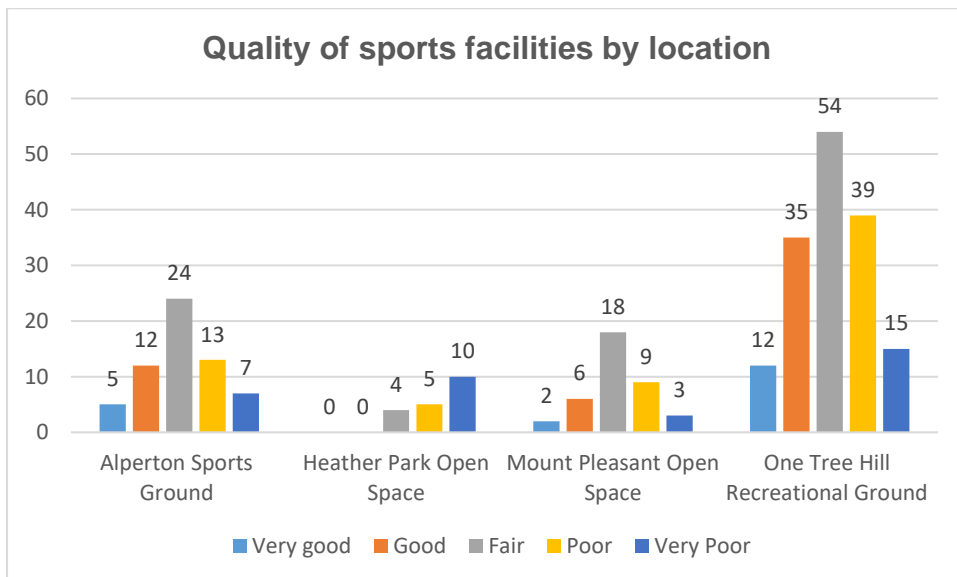
Other comments for visiting the park or open space:

Alperton Sports Ground	Heather Park Open Space	Mount Pleasant Open Space	One Tree Hill Recreation Ground
Be in touch with nature	I live by the park	Use the park as a recreational space when meeting with local girl guides based at St. James church hall as nearest outdoor space.	I use the park at 7.30 to 9.00 am for walk ,Exercise & Evening 5-6 pm green fresh air every day
Bring the family especially children to enjoy the park	Fresh air	Taking the grand child to the children's play area.	The View / Meditation
To enjoy walking in the fresh air and meet people	For running around the track	Taking my mum for a walk	It's the closest green space to enjoy when we are stuck indoors during pandemic

Q6. How would you rate the play and sports facilities that are available:

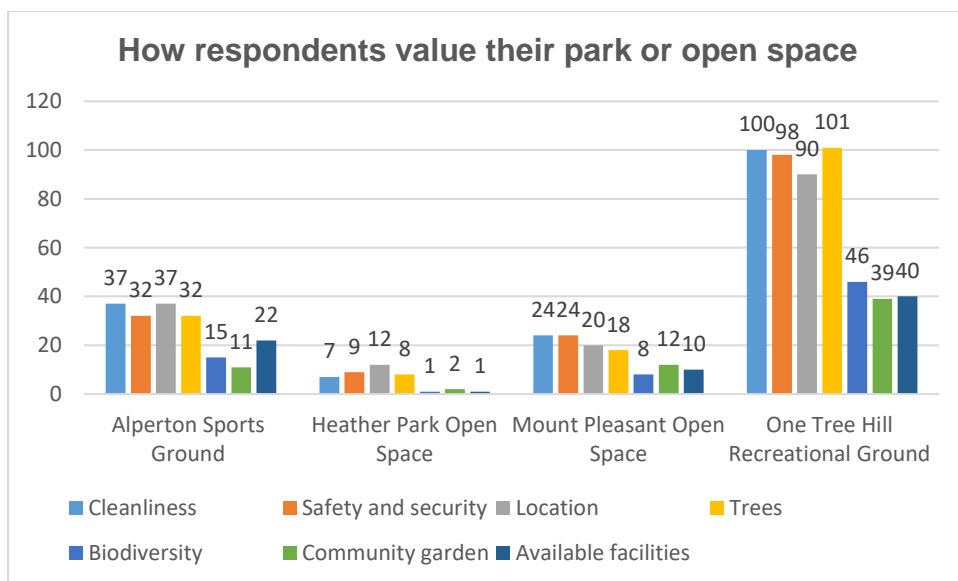


284 responded to this question



273 responded to this question

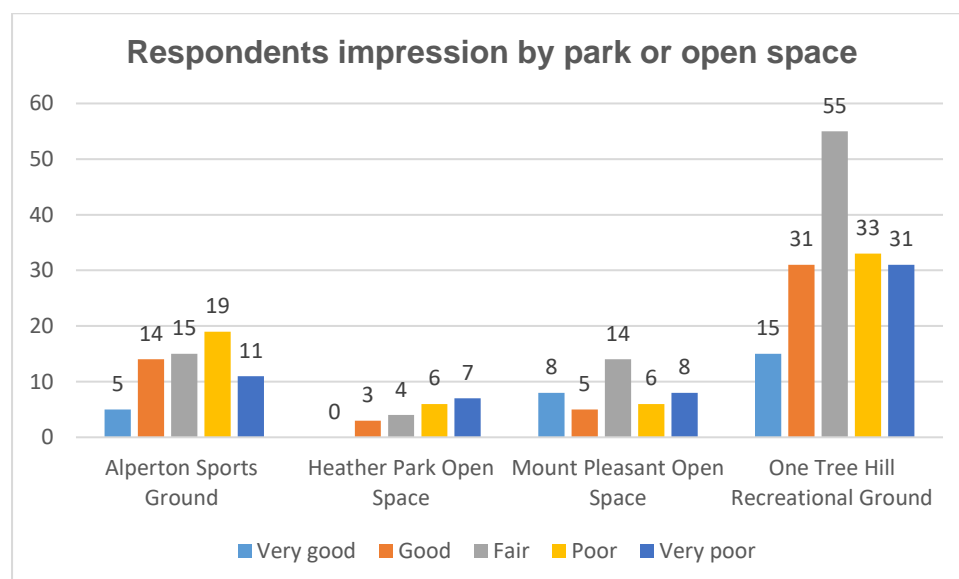
Q7. What do you value most about your park or open space?



Respondents selected more than one thing they valued from their local park or open space.

Alperton Sports Ground	Heather Park Open Space	Mount Pleasant Open Space	One Tree Hill Recreation Ground
It's local	It is not clean and it is not safe lots of drugs	Cleanliness	Hilltop view and view of local train passing excitement for young children
Safety and security	The park is not user friendly at times unless it has just been cleaned by Brent Council, due to drinking, daily fly tipping and dog fouling	Flower beds	Vital space for wildlife and fresh air
Paths to walk	Green space	The area is small for walking and playing for teenagers and not any flowers plants	It's not very clean and wouldn't feel safe there on my own
Pathways for walking, facilities (benches and rubbish bins)	Social behaviour	Fact that it is open space and not looking at flats.	It used to be a safe park to go an exercise, socialise and have picnics. Now it is run down, unsafe and in a bad condition.

8: What is your overall impression of your park or open space?



Park users were asked to provide reasons for their answer to question 8. Below is a list of all comments and the number of times each was mentioned.

Alperton Sports Ground

Number of times mentioned	Comment
8	Litter everywhere
8	Lack of facilities / need improvement
7	Not enough seating / benches
6	Waste disposal opposite children's play area smells
4	Drinking, drugs and anti-social behaviour issues
4	No walking paths
4	More trees and flowers need to be planted to make it nice
3	Poor drainage so swampy grass
3	The park could have a lot more greenery and biodiversity
3	Not clean
2	Was great but part sold to goals for commercial reasons
2	The landscaping is very poor
2	Consideration for mobility impaired people should be provided through appropriate pathways.
1	The pavement to get to the park is all broken which makes it hardly accessible with pushchairs or wheelchairs.
1	Forgotten park in this part of Brent
1	Lack of security
1	Well kept open space that is user friendly

1	Accessible
1	Cleanliness
1	Could have a floral section for something nice to look at but think that's a nice to have and not essential
1	Poor lighting
1	Never been any money spent on it - the toilets have been closed for years and the tennis courts are pathetic.
1	Goals football spoils the park and club house when open is a pain drunk people in car park shouting and fighting till all hours
1	It's important for me to be able to have a feel of nature in the area.
1	Reachable, good for a pleasant walk, picnic lunches during weekends.

Heather Park

Number of times mentioned	Comment
10	Litter and fly tipping
4	Drinking, drugs and anti-social behavior issues
2	Not enough seating / benches
2	Children's play area needs to be improved
2	Nice open space for all activities including walking and cycling
2	Broken glasses on the floor
2	Uninviting
1	No sports facilities
1	Cars parked either near the entrance or within
1	Benches are broken
1	Lack of tree planting

Mount Pleasant

Number of times mentioned	Comment
10	Litter / over flowing bins and fly tipping
10	Drinking, drugs and anti-social behavior issues
7	Empty / broken bottles, needles and cans are littered everywhere
3	Lack of security
3	Since a local group (Friends of Mount Pleasant) took over the running of the open space it has improved beyond

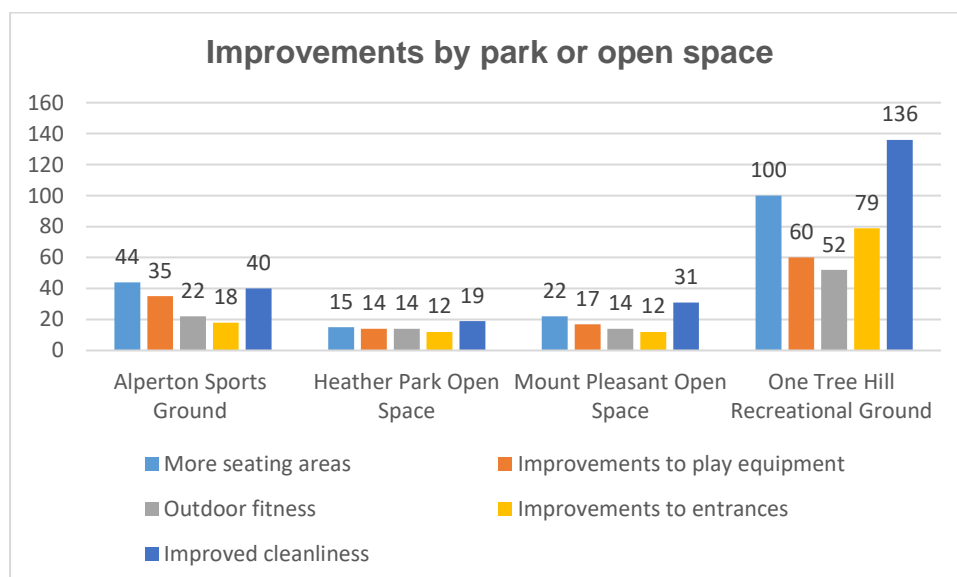
	measure. It has more varied plants, gym furniture and a better shape to it.
2	Improved cleanliness will be appreciated.
2	It's kept clean and tidy
1	It could have better play area
1	Not enough benches
1	Lighting is poor in the dark
1	The open space is very convenient for a walk and the exercise equipment is very useful.
1	It's a good use of space, lots of people use it for exercise and in the summer to sit out on the grass.

One Tree Hill Recreation Ground

Number of times mentioned	Comments
58	Drinking, drugs, urinating and anti-social behaviour issues
38	Litter
29	Lack of security / Unwelcoming
14	Poor walking paths
13	CCTV / Park warden to patrol
11	Dirty including entrances
9	Not enough bins /Over flowing bins
8	More trees, flower beds & community garden
8	Play area needs improvement
7	Empty / broken bottles, needles and cans are littered everywhere
5	Park is clean and tidy
4	Not enough benches
3	People throw their rubbish food to birds eat it
3	Park is open so it feels very safe.
2	Nice views
2	Lots needs to be done on walking path leading to Braemar Avenue
1	It's a fairly nice park. But the Bridgehill Close entrance is very unattractive (I use it because it's the most convenient, but it doesn't look welcoming at all). Also, once inside the park, several of the paths are constantly muddy or covered in puddles.

1	It is a good park. I would focus on cleanliness and security...we can run some events in summer for kids to come over as kids play area is really awesome.
1	Don't feel safe. The entrance from Bowrons Ave is awful - unattractive and has louts hanging around. Rubbish left there.
1	As it is very good that it is very nearer to our residence
1	No points of interest ie. flower beds, art works, cafe, lake/pond.
1	No lights makes it impossible to walk after sunset
1	The open spaces and parks available in neighbouring boroughs are of a much higher standard and quality.
1	There is decent exercising equipment and space, but not adequate sports facilities

Q9. Are there any improvements you would like to see to your park or open space?



Other improvements suggested by park users

Alperton sports Ground

Number of times mentioned	Comments
5	More trees, plants and flowers
4	Paths to walk inside the open space
3	Lights and police also need to come to this area
1	Make them family friendly
1	New toilets
1	A coffee shop

1	Free tennis courts
1	Grass cut in the central area to allow for cricket and other games from May till September specially. Action taken against groups of drinker and antisocial people who leave their rubbish.
1	Cricket nets & Jogging paths need to be introduced to make the ground usable.

Heather Park

Number of times mentioned	Comments
1	New benches needed.
1	The play area should only be for and up-to a certain age for children and likewise with any sports area so that the equipment cannot be destroyed.
1	A tennis court would be nice too
1	There are no gym equipment's in the Heather Park Open Space area, it can help improve fitness in the area
1	Improvements to security

Mount Pleasant

Number of times mentioned	Comments
7	Warden service / CCTV
2	finer for alcoholic consuming alcohol in children's playground
1	More flowers plants
1	Maybe a regular stop by local police as a routine check point.

One Tree Hill Recreation Ground

Number of times mentioned	Comments
34	Park wardens to improve security & safety / CCTV
15	More trees, shrubs, community garden /flower
11	Improve walking paths
3	This park may need to be gated at a certain time at night.
3	Lighting
3	Café
3	Toilets

2	Provide bigger or more waste bin so there no excess litter by the bins.
1	Callisthenic equipment. More bins.
1	enhanced ecology
1	Enforcement of no drinking in the park.
1	I don't think any of the locals sit on any of the benches at One Tree Hill, due to it being constantly occupied by several groups who make a mess, litter and urinate everywhere. More seating areas here would cause more problems unfortunately.
1	Removal of the "meadow areas" or improvement and cleanliness of them. Introduce them on the hills rather than the flat usable space
1	Would be nice to see something done with the hilly part of the park. Walking up to the hill and seeing the views is great, but there are a lot of fallen trees/ weeds in the grassy areas around. It feels like there should be a better use of that part, but maybe it's just too hilly. The better solution is probably to just increase the amount of green space instead of constantly building huge blocks of flats...
1	I would also appreciate tennis courts and some picnic tables
1	Some fenced off areas so that the dogs can have a bit of a run

Q10. If a steering group was established for your local park or open space, would you be interested in becoming a member?

Option	Total	Percent
Yes	102	33.57%
No	187	65.03%
Not Answered	4	1.40%

Respondents interested in joining a steering group to help maintain/improve their local park or open space will be contacted when such groups are created. Details will be forwarded to colleagues in Parks services for this basis only.

Demographic information

Age	Total
Under 18	2
18-24	11
25-34	48

35-44	65
45-54	45
55-64	59
65+	49
Prefer not to say	8
Not Answered	3

Gender	Total
Male	135
Female	144
Prefer not to say	7
Not Answered	4

Do you consider yourself to have a disability?	Total
Yes	18
No	255
Prefer not to say	12
Not Answered	5

Ethnicity	Total	Percent
Asian or Asian British: Bangladeshi	6	2.10%
Asian or Asian British: Chinese	3	1.05%
Asian or Asian British: Indian	129	43.71%
Asian or Asian British: Pakistani	8	2.80%
Asian/Asian British/Other Asian Background	5	1.75%
Black or Black British: African	6	2.10%
Black or Black British: Caribbean	8	2.80%
Black or Black British: Somali	0	0.00%
Black/Black British/ Other Black Background	1	0.35%
Mixed/Dual Heritage: White & Asian	4	1.40%
Mixed/Dual Heritage: White & Black African	1	0.35%
Mixed/Dual Heritage: White & Black Caribbean	4	1.40%
Mixed/Dual Heritage: Any Other Mixed Background	3	1.05%
Other Ethnic Groups: Afghan	0	0.00%
Other Ethnic Groups: Arabic	2	0.70%
Other Ethnic Groups: Turkish	0	0.00%
Other Ethnic Groups: Eastern European	3	1.05%
Other Ethnic Groups / Any other Groups	2	0.70%
White: British /English/ Welsh/ Scottish/ Northern Irish	51	17.83%

White: Irish	5	1.75%
White: Traveller of Irish Heritage	0	0.00%
White: Gypsy/Roma	0	0.00%
White: Other	19	6.64%
Prefer not to say	25	8.74%
Not Answered	5	1.75%

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Appendix 3: One Tree Hill and Mount Pleasant Existing Playground

One Tree Hill



Outdated playground equipment



Walking path is not DDA compliant (1.5m wide is the standard required)



Mount Pleasant



Rubbish and overflowing bins make Mount Pleasant uninviting



Outdated playground equipment



Poor Signage

Item	One Tree Hill	Mount Pleasant
New playground equipment including table tennis, gym markings & floor designs	£140,000	£145,000
Trees and shrub planting	£25,000	£25,000
Art installation (Mural)	£6,000	£6,000
Double brent metal recycling bins (£610 per bin)	£2,440	£1,830
Bins installation fee (£225 per bin)	£900	£675
6 x litter pickers	£60	£60
New benches (£1,026 per bench)	£4,104	£3,078
Bench installation fee (£180 per bench)	£720	£540
Dog dispensing station bespoke (£570 per station)	£1,710	£570
Compostable dog bags x 2500	£325	£325
New walking paths / upgrade existing paths including clearance / installation of walkways through old allotment	£130,000	£0
Telescope for One Tree Hill	£3,350	
View point boards x 2	£6,908	£0
Various Signage (No dog, welcome, info board for trig,	£5,000	£5,000
Volleyball posts	£1,493	£0
Contingency (10%)	£32,801	£18,808
Future maintenance (10%)	£37,081	£20,689
Total	£397,892	£227,574

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One Tree Hill and Mount Pleasant Open Spaces Improvements

Engagement Plan

Background

In June 2023, Members endorsed a report be taken forward to Cabinet to approve use of £525,466 of Strategic Community Infrastructure Levy (SCIL) and £100,000 of Public Health funding to deliver capital improvements to One Tree Hill and Mount Pleasant Open Spaces in Alperston.

The parks improvements project will focus on providing high quality, accessible and welcoming spaces for families and young people to enjoy. These new improvements will involve installation of new facilities and features for the whole community to use.

To do this, the Council will consult park users and others who are not currently using the parks, to understand how we can better improve the facilities on offer at One Tree Hill and Mount Pleasant Open Spaces for the community.

Why do we need this strategy?

This engagement plan sets out how the Council intends to consult and engage with stakeholders to assist with understanding the current condition of One Tree Hill and Mount Pleasant open spaces and designing improvements to be delivered with the available SCIL funding.

- The first stage of consultation involves the community commenting on the ideas put forward by the appointed landscape architects, which are aligned with the Council's policies and also providing suggestions for improvements.
- The second stage of consultation involves seeking approval and comments from the community on the final designs drawn up from feedback of the first consultation.

Objectives of the public consultation

The Council aims to achieve the following objectives:

- Engage residents and other stakeholders to discover what they like about One Tree Hill and Mount Pleasant open spaces and what improvements they would like to see.
- Engage young people and local schools to inform design of the park improvement and play improvements, and ensure they are aligned with the Council's Youth Strategy
- Develop proposals to balance the needs of various park users, attract new visitors and encourage current users to continue using and supporting the parks.
- Develop proposals that align with the Council's strategies and priorities.

Stakeholder Mapping

Stakeholders and community consultation are key in developing a comprehensive plan for the parks and open spaces. Stakeholders for the consultation process have been identified via the Council's community directory page. Officers will engage local residents and ward members to develop ideas for the open spaces. The stakeholders list (see Appendix 1) will be monitored and updated regularly during the consultation process.

Consultation Methods

Stakeholder	Engagement method	Consultation method	Purpose of consultation	Consultation period (indicative)
First Stage				
Ward members	Email	Virtual meeting (MS Teams)	Briefing on the proposed improvements for One Tree Hill and Mount Pleasant Open Spaces. Gather information on stakeholders to engage.	4 th of September 2023
Residents Businesses Friends of Parks groups Resident Association Schools Ward members	Email Phone calls Letters Posters on notice boards and in library / local facilities	Virtual workshops (MS Teams), School workshop Have Your Say / paper survey / Visioning Day in the park – Young people to assist with consultation	To inform the designs to be developed by the appointed landscape architects,	September / October 2023
Second Stage				
Residents Businesses Friends of Parks groups Resident Association Schools Ward members	Email Phone calls Letters Posters on notice boards and in library / local facilities	Virtual workshops (MS Teams / Zoom) Have Your Say / paper survey / Visioning Day in the park	Provide stakeholders with the opportunity to comment on the final design	November / December 2023

Equalities Considerations

- Hard to reach groups – old people, young girls and children with special needs can be hard to reach during open space consultation. We will ensure we consult these groups.
- Digitally excluded residents – Consultation materials will be made available to residents who are unable to access the materials online.
- Translations requirements – Consultation materials will be made available to residents who English isn't their first language.

The Council will adopt different engagement approaches (described above) to communicate the strategy to residents to ensure residents are not discouraged from participating in the consultation process. The consultation materials will be made available in different languages to non-English speaking residents.

Organisation	Aim
Brent River and Canal Society (BRCS)	Aim is to protect and enhance the Brent River Park.
Friends of Mount Pleasant Open Space	Friends group for Mount Pleasant Open Space in Alperton
London Elders Group	Promoting club activities for elderly and disabled people, promoting social and cultural activities and outings
Barham Primary school	One tree hill
The British Gurkha Nepalese Association	Community group supporting the British Gurkha Nepalese people in Brent
Friends of Barham Library	Community Library

Girlguiding Wembley East and Alperton Ranger Unit (1st)	Youth provision for females aged 10-25
Wembley Central Together	
Lyon Park School	Education
Ace Café	Heather Park proposals
KSL Hall	Voluntary organisation that works to raise funds for underprivileged children
Heather Park Neighbourhood Watch	Heather Park proposals
Heather Park Taskforce	Sandria Terrelonge
Lyon Park Community Association	Community organisation who have an annual street party and also meets with residents to discuss local issues
Barham Park Veteran's Club	Veteran's club for pensioners with several indoor games like snooker, billiards, darts, dominos, board games, playing cards for members to keep themselves occupied in accordance with their interests and capabilities.

Brent Play Association	Work in partnership with the Council to develop and improve opportunities for children to play and learn in safe, stimulating environments.
3rd Wembley Scout Group	Youth Group
Alperton Medical Clinic	Mount Pleasant
Goals Soccer Centre	5 a side football pitch
CABRA	Alperton Sports Ground One Tree Hill
Safe Start Foundation	Irish Employment, Training, Accommodation advice and Elders Services Charity
Redeemed Christian Church of God Majesty Court	Religious group

Pun Samaj UK	Support socially excluded people on the grounds of their ethnic origin (in particular members of the Pun clan Nepalese community) to integrate into society
Alperton Baptist Church	Religious group
St James Church	Religious group
SWAY (Sudbury Wembley and Alperton Youth)	Local young people organisation
Community Development Centre UK (CODEC-UK)	Supports the community with the promotion of good health and the provision of recreational facilities in the interest of social welfare.
Alperton Community Action	
Brent Sports Council	Support the Council in assessing and meeting the needs for sport in Brent.
Alperton Riverside Forum	Key issues for us are young people; regeneration and place-shaping; community spaces; training and enterprise and community development.
Councillor Bhagwanji Chohan	Councillor

Councillor Anton Georgiou	Councillor
Councillor Hannah Martin	Councillor
Councillor Krupa Sheth	Councillor Wembley Central (Lead Member for Environment)
Councillor Wilhelmina Mitchell Murray	Councillor Wembley Central
Councillor Sonia Shah	Councillor Wembley Central
Brent Clinical Commissioning Group	Link with any social prescribing measures proposed
Alpertown Community School	Education
Brent Youth Volunteers	General consultation body
Kickz (Alpertown)	General consultation body
Wembley Central and Alpertown Residents Association	An independent, non-affiliated and non-political residents association formed in 2017 to serve the residents of Wembley Central and Alpertown.
Brent Parent carer Forum	

Brent Council Visual Impairment Team	
Brent Council Autism Team	

Appendix 6 – EQUALITY ANALYSIS (EA)

POLICY/PROPOSAL:	Parks Improvements - Alperton Housing Zone
DEPARTMENT:	Communities & Regeneration
TEAM:	Regeneration
LEAD OFFICER:	Yaz Aboubakar, Regeneration Officer
DATE:	09/08/2023

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

SECTION A – INITIAL SCREENING

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

The aim of the project is to improve One Tree Hill (OTH) and Mount Pleasant (MP) open spaces for park users in Alperton Growth Area using Strategic Community Infrastructure (SCIL) funding and public health reserve funding.

Improvements proposed include new playground equipment, seating and picnic facilities and recycling bins, improving current access points, tree planting, signage, public art, and upgrades to walking paths.

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

The proposed open space improvements will result in long term improvements to open space for residents and visitors, albeit it should be noted that temporary disruption may affect residents and visitors to the park while works are underway.

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

Yes. Residents with protected characteristics may be impacted by the project proposals and this is discussed further in the following sections.

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

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age	X		
Sex	X		
Race	X		
Disability	X		
Sexual orientation		X	

Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity	X		
Marriage		X	

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

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

SECTION B – IMPACTS ANALYSIS

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

The Alpertons Parks and Open Spaces survey 2021 and the Council's Infrastructure Delivery Plan have highlighted the need for investments in parks and open spaces in Alpertons.

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

AGE	
Details of impacts identified	Positive – The proposed improvements caters for all age ranges, promoting improvements to facilities such as play areas, upgraded walking paths, seating, benches, and better signage.
DISABILITY	

Details of impacts identified	<p>Positive - Physical disabilities. Due to the characteristics of certain physical sports, play equipment improvements will be designed to ensure equipment is available so disabled people as well as non-disabled people can participate.</p> <p>The Council will engage young people with special needs during the design stage to ensure the playground design is inclusive.</p> <p>Improvements to access such as upgraded walking path and signage will benefit disabled groups, including wheelchair users. The council shall provide its services in line with Equality Act requirements and would consider reasonable adjustments as necessary e.g. Disabled Play provision</p>
RACE	
Details of impacts identified	<p>Positive - Parks are a resource available to residents and visitors free at the point of use. Parks and open spaces present an opportunity for bringing together people from different backgrounds.</p> <p>The proposal is seeking investments to improve OTH and MP which in return foster community cohesion and advance equality of opportunity.</p>
SEX	
Details of impacts identified	<p>Positive - Officers will work with the preferred supplier to ensure the playground equipment's are inclusive and cater for all genders.</p>
SEXUAL ORIENTATION	
Details of impacts identified	Not applicable
PREGANCY AND MATERNITY	
Details of impacts identified	<p>Positive – Additional seating areas and picnic tables will provide a safe place for parents and children to rest and enjoy the fresh air in the open space. Improving the access points will make them more visible and people feel safer.</p>
RELIGION OR BELIEF	
Details of impacts identified	Not applicable
GENDER REASSIGNMENT	
Details of impacts identified	Not applicable
MARRIAGE & CIVIL PARTNERSHIP	
Details of impacts identified	Not applicable

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

No.

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

The Alperton Parks and Open Spaces survey 2021 was completed by 290 residents. 50% of the respondents were women and over 45% BAME groups responded to the survey. 6% of respondents said they had a disability and 48% of respondents visited the park daily. Overall, 82% of respondents indicated that their park or open space is extremely important to them.

If the funding is approved by Cabinet, then further consultation would take place with residents and local stakeholders during the design stage. The consultation process would be in line with the Council's consultation procedure which includes protected groups under the Equality Act 2010.

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

N/A

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

N/A

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

The Equalities Analysis will be reviewed and updated regularly through the design stage, and consultation with residents and ward councillors will help monitor ongoing impacts.

SECTION C - CONCLUSIONS

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

There are no adverse implications identified relating to equality issues. The park improvements would improve the quality of OTH and MP open spaces. Installation of new playground equipment's would increase young peoples' participation in physical activities, which would have physical and mental health benefits for young people living in these neighbourhoods. By improving access and upgrading walking paths in parks the Council would address health issues for people of all ages, in particular health problems associated with a lack of exercise, and ensure people of all ages are able to enjoy walking in a natural green environment, with the physical and mental health benefits that brings. The project would have potential positive impacts for group with the protective characteristics of age, race, disability, sex, pregnancy and maternity, and a neutral impact on all other protected characteristics as part of the equality act, fostering better relations within the community.

SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
A	CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED	X
B	JUSTIFY AND CONTINUE THE POLICY/PROPOSAL	

C	CHANGE / ADJUST THE POLICY/PROPOSAL	
D	STOP OR ABANDON THE POLICY/PROPOSAL	

SECTION E - ACTION PLAN

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


Action	Expected outcome	Officer	Completion Date
Ensure that the Council conduct further consultation before the final design.	This will ensure residents have inputted into final design	Yaz Aboubakar	2023
Provide quality play equipment's / Improve open spaces	Reduce anti-social behaviour in the parks	Yaz Aboubakar	2023

SECTION F – SIGN OFF

Please ensure this section is signed and dated.

OFFICER:	Yaz Aboubakar, Regeneration Officer – 09/08/2023
REVIEWING OFFICER:	Angela Chaudhry, Strategy Lead Equalities – 25/05/2023
HEAD OF SERVICE:	Jonathan Kay, Head of Regeneration – 14/08/2023

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	Cabinet 11 September 2023
	Report from the Corporate Director of Communities and Regeneration
	Lead Cabinet Member - Regeneration, Planning and Growth (Councillor Tatler)
South Kilburn Medical Centre – additional Strategic Community Infrastructure allocation	
Wards Affected:	Kilburn
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
List of Appendices:	None
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Alice Lester, Director of Regeneration Growth and Employment 020 8937 6441 Alice.lester@brent.gov.uk Archika Kumar, Head of Estates Regeneration Archika.kumar@brent.gov.uk

1.0 Executive Summary

- 1.1 This report sets out the funding challenges currently facing the delivery of the South Kilburn medical centre and seeks a further contribution of £600,000, in addition to the Strategic Community Infrastructure Levy (SCIL) previously agreed by Cabinet.
- 1.2 Cabinet agreed in April 2020 a SCIL contribution of £3.47 million for the 3 medical centres proposed in growth areas (Wembley Park, Grand Union, and South Kilburn). The funding was towards the physical fit out of the medical centres. The South Kilburn contribution was agreed at £1,104 million. A funding agreement was subsequently entered into with the then CCG.
- 1.3 The Integrated Care Partnership (ICP) now advise that due to the increase in costs the South Kilburn medical centre is no longer viable, with a viability gap of £1.2 million. The ICP have agreed to contribute half of this, if the Council agrees to match fund this at up to £600,000 from SCIL.

2.0 Recommendations

- 2.1 That Cabinet agree an additional £600,000 from SCIL towards the infrastructure fit out costs for the medical centre, subject to an amended funding agreement.

3.0 Detail

3.1 Cabinet Member Foreword

- 3.1.1 The South Kilburn medical centre is an important part of the social and community infrastructure being provided as part of the estate regeneration programme. It will help improve health outcomes for all the residents in the area. The population on the estate will almost double by the end of the programme. The medical centre is part of the masterplan development and the planning permission for the Peel scheme. The pressures on construction at the moment are recognised, and the matched contribution from the ICP welcomed. SCIL is intended to support infrastructure provision linked to growth and development, which this proposal does.
- 3.1.2 This medical centre will contribute to the Borough Plan objective of 'A Healthier Brent', specifically the desired outcomes of tackling health inequalities, and localised services for local needs.
- 3.1.3 The Local Plan identifies South Kilburn as a growth area, with a need for social and community facilities. The South Kilburn masterplan SPD identifies need for a medical practice in the estate regeneration area. The Inclusive Growth strategy recognises the need for people to be able to access health facilities.

3.2 Background

- 3.2.1 Planning permission was granted for a medical centre within the Peel development and was part of the Development Agreement with Countryside (Vistry) who are building out the scheme, including the medical centre to shell and core. This is currently on site, with handover to PHP (the operator) to fit out in autumn 2023 and for handover to the Kilburn Park Medical Practice in 2025, and for the provision of enhanced services provided by the Kilburn GP Co-operative primary care network. Outline designs for the fit out have been completed and the negotiation of the occupational heads of terms with the third-party operator, Primary Health Properties (PHP) are underway.
- 3.2.2 The Integrated Care Partnership (ICP) have approached the Council with an additional SCIL ask for the South Kilburn project. This has arisen because the combination of interest rate rises, rental levels that can be achieved and construction build cost inflation, has made the project unviable.
- 3.2.3 The projected viability gap is £1.2 million. The ICP has agreed to fund half of this gap if Brent uses SCIL funds for the remaining £600,000.
- 3.2.4 The principle of making a SCIL contribution to support the provision of a medical centre to enable the relocation of the existing Kilburn Medical Practice has been

accepted as compliant with the SCIL regulations, and the principle of the initial contribution was agreed at Cabinet in April 2020.

3.2.5 The ICP state that it is not possible to continue with the delivery of the current scheme as it is economically unviable. The developer is on site, building the medical centre to shell and core. If the funding situation is not resolved, the third-party operator will not take on the medical centre and alternative uses for the premises would need to be found. This would require an amended planning permission.

3.2.6 The new medical centre is part of the South Kilburn regeneration programme and failure to secure it would impact on the quality of the primary care offer for residents (the Kilburn Medical practice are currently in temporary accommodation with no alternative long-term home), and the Council's reputation.

4.0 Stakeholder and ward member consultation and engagement

4.1 This has been discussed with the ICP directly, and with the Integrated Care Partnership Director who is supportive of the additional SCIL payment.

5.0 Financial Considerations

5.1 The current high inflation and high interest rate economic environment is adversely impacting many capital projects being delivered by both public and private sectors, with viability being brought into question as is the case for the South Kilburn Medical centre.

5.2 Financing capital projects is a significant challenge for the council where borrowing is the primary source. However, the council's contribution to the build of the of Medical Centre is being funded through the use of Community Infrastructure Levy where the council holds sufficient balances to accommodate the request.

5.3 Nevertheless, an increased contribution for this project in turn results in less funding being available for future requirements for infrastructure in the borough.

6.0 Legal implications

6.1 CIL is a charge which can be levied by local authorities on new development in their area and helps them deliver the infrastructure needed to support development. It can be used to fund a broad range of facilities including health facilities. A new medical centre in this growth area has been identified as a required piece of infrastructure.

7.0 Equality, Diversity & Inclusion (EDI) Considerations

7.1 The provision of enhanced medical facilities in the area will benefit all residents, with improved access to a greater range of medical services.

8.0 Climate Change and Environmental Considerations

- 8.1 As a new build, the medical centre will be energy efficient. It is within easy reach of public transport. Once the District Energy Network is completed, the medical centre will connect to it.

9.0 Human Resources/Property Considerations (if appropriate)

- 9.1 None applicable

10.0 Communication Considerations

- 10.1 Once the medical centre is opened, there will be some opportunities for communications.


Related documents for reference:

Cabinet report 20 April 2020 - Capital (CIL) Contribution towards the Provision of Three Medical Centres

Report sign off:

Zahur Khan

Corporate Director for Communities and Regeneration

	Cabinet 11 September 2023
	Report from the Corporate Director of Finance and Resources and the Corporate Director of Communities and Regeneration
	Lead Cabinet Member – Regeneration, Planning & Growth (Councillor Tatler)
Picture Palace Refurbishment: Approval to use Strategic Community Infrastructure Levy (SCIL)	
Wards Affected:	Harlesden and Kensal Green
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
List of Appendices:	None
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Neil Martin, Head of Capital Programmes 020 8937 4203 neil.martin@brent.gov.uk Tanveer Ghani, Director, Property and Assets 020 8937 1722 tanveer.ghani@brent.gov.uk

1.0 Executive Summary

- 1.1 This report concerns the Council's refurbishment of Picture Palace, 26 Manor Park Road, NW10 4JJ to become a community facility in order to increase the facilities available to Brent's growing population.
- 1.2 This report seeks to update Cabinet on the latest progress with the refurbishment of Picture Palace and seeks Cabinet approval for £3.3m of Strategic Community Infrastructure Levy (SCIL) funding to complete this project.

2.0 Recommendation(s)

That Cabinet

- 2.1 Notes the update on the Picture Palace refurbishment project.
- 2.2 Approves the use of £3.3m of Strategic Community Infrastructure Levy to complete the Picture Palace refurbishment project.

3.0 Detail

3.1 Cabinet Member Foreword

- 3.1.1 This report is part of the Council's ongoing commitment to create long lasting positive change to Harlesden for the benefit of the communities that live there. The Picture Palace building is expected to become a significant cultural and community use anchor for the community and the Council has been working with a consortium of local organisations to deliver this exciting project. By approving the use of SCIL for the building refurbishment, it will allow the project's ambitions to be realised and for the Harlesden communities to be able to operate and utilise the building in the future.
- 3.1.2 The refurbishment project helps to meet outcomes within the Borough Plan, namely Strategic Priority 3 Thriving Communities to allow the local community to be involved in and lead on activities for their communities. The project also delivers on an objective within the Black Community Action Plan by developing a community space to be run and managed by local communities. It also helps to achieve objectives within the Local Plan and Infrastructure Delivery Plan by providing community facilities for Brent's growing population.

3.2 Background

- 3.2.1 In November 2019, Cabinet approved the recommendations within the 'Inclusive Growth in Harlesden Town Centre' report that set out the aspirations for Harlesden as a whole. The paper set out a proposed programme for creating long-lasting positive change to the town centre for the benefit of the communities that live there and included proposals for the acquisition and fit out of Picture Palace, a privately-owned, disused and empty former pub/cinema.
- 3.2.2 In 2020, Brent Council acquired the Picture Palace premises and after the acquisition, the Council had to undertake immediate repair works to the building to prevent deterioration. Post-acquisition, officers have been working with the Assets for Brent Consortium (ABC) to develop an outline design/facility mix for the Picture Palace building. This outline design/facility fix was then used to procure and appoint a contractor under a two-stage design and build contract to complete the design, working with the consortium and then refurbish and remodel.
- 3.2.3 In August 2022, the Council entered a two-stage design and build contract with Ark Build Plc ("the contractor"). Since then, the contractor has been working with ABC and the Council to develop the designs for the building under the first stage of the contract, the Pre-Construction Services Agreement (PCSA).

- 3.2.4 The objective of the PCSA is to complete the design to RIBA Stage 4 (Technical Design) and for the contractor to issue a fixed price cost for the main works for the Council to consider triggering the second stage of the contract, namely construction.
- 3.2.5 In order to progress with the design and main works, it is recommended that Strategic Community Infrastructure Levy (SCIL) is used to fund the design and build contract along with technical consultant fees and fixtures and furniture for £3.3m.
- 3.2.6 The Infrastructure Officers Working Group (IOWG) has reviewed the request to utilise SCIL for the design and build contract. They have endorsed the use of SCIL for this project. The new homes proposed in the Council's Local Plan and specifically in surrounding growth areas (Church End, OPDC) will require new community facilities to which Picture Palace will be one of these. It is also located within a district centre as identified in the London Plan with medium potential for growth. Given that the facility has a specific demographic focus, its reach will be beyond the immediate area into the rest of the borough, with its growing population.
- 3.2.7 The Infrastructure Delivery Plan (IDP), written in support of the growth ambitions in the local plan, identifies the need for more community facilities across the borough with a range of affordable and flexible community spaces which can be hired for a range of uses. This would be one of those facilities. The IDP also states that these are needed across the borough in a range of venues. The IDP sets out why, namely that community meeting spaces constitute an essential element in creating a sustainable, liveable community, and that because of the pressure on land/land values the Council should make use, where appropriate, of its own assets for community uses.
- 3.2.8 In addition, both the Local Plan (Policy BP5 South) and IDP are clear about meeting community facilities and culture requirements within and around new Growth Areas, with the Local Plan also emphasising the importance of promoting Harlesden as a place for creative businesses/community uses to relocate from OPDC due to redevelopment.
- 3.2.9 By endorsing the use of SCIL for the refurbishment works at Picture Palace, it will allow for the acceptance of the works costs and ability to enter into the design and build contract with the contractor. It is expected the PCSA will complete by the end of Autumn 2023, with main works on site in early 2024 and complete by the end of 2024.
- 3.2.10 Should this SCIL use request not be approved, the Council would need to borrow the money to fund the project and there is no spend to save or available service area budget to cover the borrowing costs. This option is discounted as it would cost the Council significant repayment costs and the project is seen as a legally permissible use of SCIL.

4.0 Stakeholder and ward member consultation and engagement

- 4.1 The Leader, Deputy Leader and Ward Councillors have been kept up to date with progress on the delivery.
- 4.2 The Lead Member has been appraised of the project and this proposal to use SCIL to fund the refurbishment works.
- 4.3 The ABC Consortium are representative of the local community and are a key stakeholder in working on designs, building layouts and proposed usage of the building.

5.0 Financial Considerations

- 5.1 The requested use of £3.3m SCIL has been endorsed by IOWG in order to fund the refurbishment works at Picture Palace.
- 5.2 At the time of drafting this report there is sufficient SCIL available to fund this project. As described above, the project is seen as an appropriate use of SCIL to meet the requirements of the Local Plan and IDP.
- 5.3 In 2019, the original project costs were agreed to be funded by borrowing. Since then, interest levels have increased significantly. Should the use of SCIL not be approved, the borrowing costs over a 20-year period would be £287,709 per annum. As described above, there is no identified revenue budget to cover any borrowing costs.

6.0 Legal Considerations

- 6.1 SCIL is a charge which can be levied by local authorities on new development in their area. It helps them deliver the infrastructure needed to support development. It can be used to fund a broad range of facilities including transport facilities, play areas, open spaces, parks and green spaces, cultural and sports facilities, healthcare, schools, district heating schemes and other community facilities. This flexibility gives local areas the opportunity to choose what infrastructure they need to deliver their relevant plan, supported by the IDP. Brent's IDP identifies the need for more community facilities across the borough with a range of affordable and flexible community spaces which can be hired for a range of uses.
- 6.2 The Council entered into a two-stage design and build contract with Ark Build Plc in August 2022. The first stage of the contract is the PCSA. Upon completion of this stage, the contractor will provide the Council a fully designed scheme and fixed cost to deliver the works. The Council is not obliged to trigger the works stage but should these be acceptable to the Council, it will trigger the works stage.

7.0 Equality, Diversity & Inclusion (EDI) Considerations

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

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

7.2 Officers do not consider there is any change in the equalities implications from those previously reported to Cabinet as part of the Harlesden Investment report on 11 November 2019.

8.0 Climate Change and Environmental Considerations

8.1 The proposed refurbishment project will incorporate insulation improvements to the building's fabric to reduce heat loss and consequently reduce energy consumption and carbon emissions. The project seeks to replace the current gas heating system with air source heat pumps which will further reduce carbon emissions during building operation.

9.0 Human Resources/Property Considerations

9.1 The works contract with the contractor and the provision of community services will be provided by external bodies and there is no implication for Council staff arising from the proposed arrangements.

9.2 The Council will enter into appropriate leasing arrangements with ABC Consortium in respect of Picture Palace in due course.

10.0 Communication Considerations

10.1 The Council will continue to work with ABC to update the local community and Ward Councillors on project progress. ABC will also create a communications strategy to update the local community on the opening of the community building and what activities will be available.

Report sign off:

Minesh Patel

Corporate Director of Finance and Resources

Report sign off:

Zahur Khan

Corporate Director of Communities and
Regeneration

	Cabinet Meeting 11 September 2023
	Report from the Corporate Director of Children and Young People
	Lead Cabinet Member – Schools. Children & Young People (Councillor Grahl)
Brent Youth Justice Plan 2023-24	

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
List of Appendices:	One Appendix 1: Brent Youth Justice Plan 2023/24
Background Papers:	Youth justice plans: guidance for youth justice services updated 17 March 2023: https://www.gov.uk/government/publications/youth-justice-plans-guidance-for-youth-justice-services/youth-justice-plans-guidance-for-youth-justice-services
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Serita Kwofie, Head of Early Help Serita.Kwofie@brent.gov.uk

1.0 Executive Summary

- 1.1 Local authorities have a statutory duty to submit, to the Youth Justice Board (YJB), an annual youth justice plan relating to their provision of youth justice services. Updated guidance to youth justice services, published in March 2023, confirmed that plans must be signed off by the full council in accordance with Regulation 4 of the 'Local Authorities (Functions and Responsibilities) (England) Regulations 2000'.
- 1.2 This report explains the rationale for creating the Brent Youth Justice Plan 2023/24 which includes an overview of local youth justice progress and priorities and arrangements for monitoring performance. In line with agreed

regulations the plan was submitted to the YJB in July 2023, with the approval of the Board Chair, with confirmation of full sign off to be submitted at a later date. The 'sign off' by the Chair indicates that the wider management board have approved the submitted plan and all sections outlined in the Youth Justice Plan Structure have been covered.

2.0 Recommendation(s)

- 2.1 That Cabinet considers the content of the Brent Youth Justice Plan 2023/24 (see Appendix: Brent Youth Justice Plan 2023/24).
- 2.2 That Cabinet agrees that the Brent Youth Justice Plan 2023/24 is presented to Full Council on 18 September 2023 for formal sign off and adoption.

3.0 Detail

3.1 Cabinet Member Foreword

- 3.1.1 I am pleased to share the Youth Justice Plan 2023/24 and celebrate the commitment and achievements of our Youth Justice Service (YJS) within CYP and the wider partnership to support children and young people who are risk of or have entered the youth justice system. Performance remains strong overall, particularly in respect of the reduction in young people entering the criminal justice system for the first time and very low numbers of young people in custody. This is due to the strong focus on prevention and engagement with children and young people so that their views are heard and interventions personalised to their needs and environment to get the best out of them. The Covid-19 pandemic has increased risks in some areas such as serious youth violence, drug related offences, and children and young people involved in criminal exploitation/gang activity. Work on reducing the disproportionate number of young people in the criminal justice system from Black backgrounds continues with rigour and pace.
- 3.1.2 I am heartened by the feedback of the voice of the young people through surveys and individual engagement and wish to highlight these areas:
 - Most children and young people (96%) surveyed felt that the YJS had supported them to prevent further offending / re-offending, which is an increase of 7% from the last survey of 89%.
 - 100% of parents / carers stated that they felt that they were listened to by their child's case manager and could speak to them about any issues and concerns.
 - There were high scores over the previous both years: 95% in 2021, 98% in 2020, regarding contact between children and young people and case managers. This means that at the agreed date and time set for their appointments children and practitioners did what they said that they would do.
- 3.1.3 A YJS Youth Panel was formed, supported by a YJS Participation Officer, where young people communicated their views to members of the YJS

Management Board via a range of multi-media platforms including podcasts and short films.

- 3.1.4 I would like to thank all the staff working for our Youth Justice Service for their hard work, diligence and innovation supporting young people, in what has been a challenging time for all.

3.2 Background

- 3.2.1 Local authorities have a statutory duty to submit an annual youth justice plan under Section 40 of the Crime and Disorder Act 1998. These plans set out how youth justice services are funded, operate, and function. They provide an opportunity to review performance and developments over a single year period and plan for the next year. This allows services to be able to respond to any changes that have taken place in the previous year, including new legislation, demographic changes, delivery of key performance indicators and developments in service delivery.

- 3.2.2 Content in the Brent Youth Justice Plan 2023/24 is presented in line with Youth Justice Board (YJB) guidance. This information is analysed by the YJB to ensure compliance with statutory and financial requirements. Youth Justice Plans also serve to identify good practice capable of being replicated regionally and nationally.

- 3.2.3 This year's plan contains statistical information about children in Brent, with a specific focus on those children within, or at risk of entering, the youth justice system. It also outlines progress and forward planning in relation to key priorities. These include:

- Promoting evidence-based child-focused approaches as the best means of reducing impact on victims, promoting public protection, keeping communities safe and supporting children towards positive outcomes.
- Continuing to build a YJS partnership culture that encourages diversity in its workforce and in its thinking; is inclusive and supportive, encourages personal responsibility and is delivery focused.
- Embedding ten new additional Key Performance Indicators (KPIs) introduced by the YJB.
- Supporting the Police and Violence Reduction Unit in their oversight of the new Serious Violence Duty to establish a strategic needs assessment that identifies the drivers of serious violence and those people most at risk or most affected by serious violence.
- Ensuring that the Brent Youth Justice Service (YJS) is prepared for the next round of HMIP Inspections scheduled to commence in 2024.
- Refreshing the Brent YJS Disproportionality Action Plan.
- Overseeing and managing the Turnaround project introduced in 2022.

- 3.2.4 The CYP Director of Integration and Improved Outcomes chairs the YJS Management Board. The Board meets quarterly and has representation across the partnership at senior levels.

- 3.2.5 The YJS Management Board provides strategic direction and support for the YJS. This includes monitoring progress to ensure the effective delivery of effective youth justice services that aim to reduce re-offending and safeguard children and young people.
- 3.2.6 The Brent Youth Justice Service is a multi-disciplinary, multi-agency service that works with children and young people aged 10-17 years and their families. Brent YJS provides support in relation to out of court disposals, court work, bail and remand, the assessment of children and young people who offend, the provision of court reports, the planning and delivery of community interventions, and custody and resettlement. The YJS sits within the Children and Young People's Department and is managed by the Head of Early Help.
- 3.2.7 A summary of the achievements and ambitions detailed within the Brent Youth Justice Plan 2023/24 is provided by the Management Board Chair (Appendix, page 2, *Vision: View from the Chair of the YJS Management Board – 'Our continuous drive to be the best we can be'*)
- 3.2.8 Specific areas of strong performance during 2022/23 were noted as follows:
- **Reoffending**
The rate of reoffending is currently 15% for the eligible cohort (January – March 2021). This compares favourably to the previous period (January – March 2020) when it was 39.6%.
 - **Custody**
Two young people are currently serving custodial sentences. This is an historical low which is linked to work on disproportionality, the implementation of a constructive resettlement approach, and multi-agency 'At Risk of Custody' meetings.
 - **First Time Entrants to the Youth Justice System**
Whilst this has increased slightly, numbers are low overall and reflect the good interventions offered by the Out of Court Disposal team.
 - **Out Of Court Disposal Scheme**
Procedures and processes have been strengthened to highlight the voice of the victim, enhance a restorative justice focus and develop a more holistic and inclusive service.
 - **Disproportionality**
A Disproportionality Action Plan is central to the work undertaken and is regularly monitored at the YJS Management Board.
 - **Violence and Gangs**
The Brent YJS is committed to safeguarding young people affected by gangs and violence by understanding their challenges through a trauma informed lens. Safety mapping is undertaken to better understand the nature of exploitation some children and young people are subject to, and preventative support is offered by a commissioned voluntary sector

provider (St. Giles Trust).

- **Restorative Justice**

A clear focus on supporting victims through direct and indirect mediation, underpinned by an effective Restorative Justice Policy.

- **Participation**

The voices of children and their families are used to develop and shape service provision. Funding from MOPAC has enabled the service to participate with increasing creativity. This includes the use of short films and podcasts.

- **Partnership and joint working**

The growing proportion of high-risk children and young people on caseloads has resulted in a growing reliance on good partnership work and close collaboration with wider Council and other local services.

3.2.9 Areas of focus for 2023/24 are set out within the plan and are described in paragraph 3.2.3 above.

3.2.10 Approving the Brent Youth Justice Plan will enable the Council to fully comply with new guidance and will ensure that there is no delay or uncertainty in receiving the annual funding from the YJB.

4.0 Contribution to Borough Plan Priorities and Strategic Context

4.1 The Youth Justice Plan 2023/24 is closely aligned to three priorities within the Borough Plan 2023-27:

4.1.1 Thriving Communities

Brent Youth Justice Service is working closely with community partners to make Brent safer. This includes delivering preventative work in partnership with the local voluntary sector and establishing positive recreational activities for young people within the youth justice system at Family Wellbeing Centres.

4.1.2 The Best Start in Life

Young people within the Brent Youth Justice system are seen and heard. A trauma informed approach to supporting children is embedded within the Youth Justice Service. In 2022 the Youth Justice service revised its methodology for youth participation. MOPAC funding was obtained to develop more interactive and creative approaches to including children in decision making and planning. Supported by a YJS Participation Officer, children aim to communicate with members of the YJS Management Board via a range of multi-media platforms including podcasts and short films.

4.1.3 A Healthier Brent

Young people known to criminal justice services often have poor access to mental health provision. A National Health Service funded Youth Liaison and Diversion Officer, based within the Youth Justice Service offers mental health screening to children who attend police custody. A newly appointed CAMHS Mental Health Practitioner offers a range of support to children known to the Youth Justice Service and refers those with more complex needs for specialist CAMHS support. Children with substance misuse needs are supported by the Westminster Drug Project and EACH Counselling Services.

5.0 Stakeholder and ward member consultation and engagement

- 5.1 Members of the Youth Justice Service Management Board were involved in the drafting of the Youth Justice Plan 2023/24. During the Board's meeting on the 20 July 2023, a final draft was agreed by the Board ready for submission to Full Council.

6.0 Financial Considerations

- 6.1 The YJB Partnership budget for 2023/24 is a total of £1.729m of which the Council contributes £0.723m from the general fund, the YJB provides a grant of £0.571m, Brent schools contribute £0.114m via the Dedicated Schools Grant and MOPAC and the National Probation service contribute £50k. There are also some contributions which are in-kind from other partners such as the Police, Health and National Probation service which amounts to £0.27m.
- 6.2 In 2023/24 the YJB introduced a new funding condition, requiring Youth Justice Plans to receive Full Council sign off. Prior to this Youth Justice Plans only required sign off by a Youth Justice Service Management Board.

7.0 Legal Considerations

- 7.1 The Crime and Disorder Act 1998 introduced a requirement that all local authorities must establish a Youth Offending Team (YOT) comprising members from the police, social services, probation, health and education. Most local authorities, including Brent, have renamed YOT provision as Youth Justice Services.
- 7.2 The Act also created the Youth Justice Board to oversee and monitor youth justice services in England and Wales. One of the YJB's key functions is to provide local authorities with funding to enable YOTs to deliver statutory services.
- 7.3 Section 40 of the Crime and Disorder Act 1998 places a statutory duty on local authorities to submit an annual youth justice plan.

8.0 Equality, Diversity and Inclusion (EDI) Considerations

- 8.1 The Youth Justice Plan 2023/24 monitors inequalities within the Brent Youth Justice System. It outlines work undertaken to reduce the overrepresentation of children from black heritage groups.

9.0 Climate Change and Environmental Considerations

- 9.1 The Brent Youth Justice Plan details efforts to encourage young people within the youth justice system to share their views and opinions on issues of most relevance to them.
- 9.2 Youth participation and coproduction is an evolving initiative within the Youth Justice Service. This work is aligned to the Brent Climate and Ecological Emergency Strategy 2021-2030, aimed to equip children and young people with the skills and opportunities needed to take action to protect the environment and tackle climate change.

10.0 Human Resources/Property Considerations (if appropriate)

None applicable

11.0 Communication Considerations

- 11.1 The Brent Youth Justice Plan will be shared with all services and organisations represented on the Youth Justice Service Management Board.

Report sign off:

Nigel Chapman

Corporate Director; Children and Young People

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BRENT YOUTH JUSTICE PLAN **2023/2024**



1.0 Introduction

The Youth Justice Plan 2023/24 is a statutory requirement under Section 40 of the Crime and Disorder Act 1998 relating to the provision of youth justice services. This annual plan sets out how the Brent Youth Justice Service (YJS) operates, functions and is funded within Brent.

2.0 Recommendation(s)

- i. That the Brent YJS Management Board supports, enables and monitors delivery of the Brent Youth Justice Plan 2023/24.
- ii. Youth Justice Partner organisations support the Brent Youth Justice Service to achieve the aims outlined in the Plan.

3.0 Vision: View from the Chair of the YJS Management Board – ‘Our continuous drive to be the best we can be’

We hope you will enjoy reading our review of the last year and our plans for this year in the Youth Justice Plan 2023/24 which outlines our work with children and young people, and our response to their personalised needs. We are proud of our achievements which include successful community projects, actions to reduce reoffending and serious youth violence, and addressing disproportionality.

Whilst less affected this past year by the COVID-19 pandemic, we are aware of its lasting impact for children and families, as well as the new challenges posed by cost of living increases. These issues are taken into consideration within our assessments and shape the personalised services we deliver.

The ongoing development of Brent YJS in line with effective practice helps to strengthen our partnership focus and improve the lives of children within the youth justice system. To this end we have made improvements in quality assurance tools, and applied learning from audits, to improve practice and management oversight.

In terms of our workforce development, it is important we recruit the right staff who will go the extra mile and fully understand risk and safeguarding practices. We are therefore fully aligned to the strategic intentions in the Youth Justice Board Business Plan 2021-24 by providing a supportive, compassionate and positive working environment that nurtures talent, values all contributions equally and strives for excellence where everyone is accountable for the delivery of their work.

We also share the Youth Justice Board’s ambition to build a resilient and continuing learning youth justice service that employs a child first approach to treat children as children, whilst supporting them to achieve excellent outcomes.

During 2022/23, we performed strongly across several key areas:

- **Reoffending**

The binary rate of reoffending is currently 14.9% for the cohort (January – March 2021). This compares favourably to January – March 2020 (39.6%).

- **Custody**

Two young people are currently serving custodial sentences. This is a historical low which -to a real extent is linked to our work on disproportionality, the implementation of the constructive resettlement approach, and multi-agency At Risk of Custody meetings.

- **First Time Entrants**

Whilst this has increased slightly, numbers are low overall and reflect the good interventions offered by the Out of Court Disposal team.

- **Out Of Court Disposal Scheme**

Our procedures and processes have been strengthened to highlight the voice of the victim, enhance our restorative justice focus and develop a more holistic and inclusive service.

- **Disproportionality**

Our Disproportionality Action Plan covers virtually everything we do. It is regularly monitored at the YJS Management Board,

- **Violence and Gangs**

We are committed to safeguarding young people affected by gangs and violence by understanding their challenges through a trauma informed lens. Safety mapping is undertaken to better understand the nature of exploitation some children and young people are subject to and preventative support is offered by our colleagues at the St. Giles Trust.

- **Restorative Justice**

Our determination to support victims through direct and indirect mediation is underpinned by our Restorative Justice Policy.

- **Participation**

The voices of children and their families are used to develop and shape service provision. Funding from MOPAC has enabled us to interact with increasing creativity. This includes -the use of short films and podcasts which will be shared with the YJS Management Board.

- **Partnership and joint working**

The growing proportion of high-risk children and young people on our caseloads has resulted in a growing reliance on good partnership work and close collaborations with wider Council services.

Our vision and strategy has remained broadly similar in its focus since the introduction of Youth Offending Teams (Crime and Disorder Act 1998). This required each local authority in England and Wales to deliver youth justice services in line with a statutory framework that outlines YOT responsibilities in relation to out of court disposals, court work, bail and remand, the assessment of children and young people who offend, the provision of court reports, the delivery of community interventions, and custody and resettlement.

Our principal aims are to reduce the likelihood of children offending or re-offending, protect children and young people, protect the public and ensure that sentences are served. We will adapt in line with changes around good practice and our wider partnership approach. More specifically, we will focus on the ten new Key Performance Indicators (KPIs) introduced by the YJB this year. This will include paying particular attention to those highlighted by Damian Hinds, Minister for Prisons and Probation, who has urged Youth Justice Services to:

- i. Reduce crime committed by children.
- ii. Ensure that those children who enter the justice system are kept safe, and treated fairly and with care, whilst always remembering they are still children.
- iii. Prevent child offenders becoming adult offenders.

The YJS Management Board will focus on the following in 2023/24

- **Children's Social Care**
Safeguarding children and young people from serious youth violence and contextual harm.
- **Public Health**
Supporting the physical and emotional health of children who are missing or excluded from school
- **Courts**
Tackling disproportionality and improving the system to be more proactive around bail packages. Enabling children to better understand what will happen at court and facilitating their active participation in the process.
- **Police**
Drive child-centred policing to ensure the safety of children and better protect the public.
- **Probation**
Identifying speech and language resources for young adults.
- **Voluntary Sector**
Continued sharing of sector wide knowledge, including that relating to contextual safeguarding, deprivation and the quality and sufficiency of safe spaces and activities for children and young people.
- **Community Protection**
Supporting services to combat antisocial behaviour, serious youth violence, knife crime and county lines.

- **Education**
Increasing participation and engagement issues. Whilst working with partners to address knife crime and violence, online exploitation, and substance misuse.
- **CAMHS**
Recruiting a seconded YJS / CAMHS worker to improve access to mental health provision, including those from black heritage groups where existing access is poor.
- **Police**
As part of the Serious Violence Duty, facilitate the establishment of a 'strategic needs assessment' that identifies the drivers of serious violence in the local area and the cohort of people most at risk or most affected by serious violence.

Priorities and plans will continue to be guided by good practice outlined in the *YJB Business Plan 2023/24: Using evidence and oversight to make communities safer*, HMIP Inspections - particularly *Thematic Inspection: The experiences of black and mixed heritage boys in the youth justice system (October 2021)*, and the *HMIP Annual Report: inspection of youth justice services (March 2022)*. As ever we will continue to learn from case audits, and through engagement with children, young people, and their families.

Our knowledge of the Brent youth justice cohort helps to drive our resourcing and focus. We believe that comments made in 2020 by HMIP in our inspection report still apply: '...overall, Board members know how their service contributes to the work of the YJS and can judge if their service's contribution is effective'. It is my view that this Plan provides the Brent Youth justice partnership with the clarity needed to work together to achieve good outcomes for children, it also provides a very clear framework to provide strategic oversight, guidance and the support needed to improve the lives of children and young people who enter the criminal justice system.

Palvinder Kudhail Director – Integration and Improved Outcomes Children and Young People London Borough of Brent

4.0 Local Context: Brent Children and Young People

4.1 Children and Young People Profile (2023)

- 339,818 people live in Brent. It is the 5th largest Borough in London¹
- Brent is one of the most diverse local authority areas in the country with 78% of the total population consisting of people from Black, Asian and Minority Ethnic heritage groups².
- Brent's child population aged 0-17 years based on Census 2021 is 73,056 with a 10-17 years population projection of 32,249.
- Brent's child population (0-17) represents 22% of the total Brent population.
- Brent's population aged 10-17 represents 10% of the total Brent population.
- Brent's child population (0-17) represents 4% of the 0-17 London population.
- Brent's population aged 10-17 represents 4% of the 10-17 London population.

4.2 GLA Population Projection for 2021:

	Projected Population 2021	
	Brent	London
Aged 0-19	81,300	2,085,300
Aged 10-19	41,500	1,024,800
All Ages	339,818	8,799,800

In 2022/23 the YOS cohort consisted of 211 young people. This is 0.6% of the Brent 10-17 population.

¹ ONS 2021 Census

² GLA Population Projections 2022, published 2016.

4.3 Looked After Children in Brent

In January 2023 there were 308 Looked After Children (LAC), decreasing by 42 compared to 350 in January 2022. Brent has a smaller LAC cohort than its statistical neighbours and less than the national average. In January 2023, Brent had a rate of 37.8 LAC per 10,000 children under 19-years.

4.4 The LAC / YJS Cohort

Within an overall YJS open caseload of 81 children and young people in June 2023, there were 11 LAC young people supervised by the YOS, compared with 14 LAC in June 2022. It remains one of the most vulnerable groups across the whole of the department with many children experiencing high levels of harm and exploitation. Analysis of this cohort shows:

- 76% were male,
- 64% were aged 16 or 17 years,
- 62% were of Black African or Black Caribbean Heritage (44% in February 2022, 50% in February 2021, 64% in April 2020 and 63% in January 2019)
- 83% had committed a violent offence (72% in February 2022, 37% in February 2021, 76% in April 2020 and 46% in January 2019)
- 17% a drugs offence (39% in February 2022, 23% in February 2021, 32% in April 2020 and 58% in January 2019) and
- 33% committed a robbery offence (39% in February 2022, 9% in February 2021, 24% in April 2020 and 27% in October 2019).

4.5 Substance Misuse

Analysis of 113 children and young people supported by YJS between January and August 2022 was limited to those children with an Asset Plus assessment. It did not include those who were assessed using a Rapid Assessment by the Out of Court Disposal Team. Findings included:

- 84 (74%) children had an issue with substance misuse,
- 27 of those children had committed a drugs offence with 21 (78%) of the offence type being possession.
- 96 children were male - 17 children were female.
- 64 children were from a black heritage background, 15 were from a white background, and 19 were of mixed heritage.

- Cannabis was the predominant substance 82 (73%).
- 72% had concerns around physical health.
- 57% had mental health concerns.
- 21% had a special educational need.
- 43% had some difficulty with speech and language.
- 11% had been or currently were in LA care • 59% were previously or currently subject to a CIN.
- 39% were previously or currently subject to CP.

4.6 YJS cohort – all children and young people

In February 2023 there were 77 children and young people known to the YJS for having received court sentence or police disposal, or taking part in the Triage and Community Resolution early intervention programmes – this includes children and young people being caretaken by Brent YJS and those placed out of borough.

- 64% were aged 16 or 17 years compared to 64% in February 2022, 57% in February 2021, 53% in February 2020 and 58% in February 2019
- 87% were male compared to 78% in February 2022, 86% in February 2021, 84% in February 2020 and 90% in February 2019
- 46% of children and young people were from a Black Caribbean or other Black Heritage Group compared to 48% in February 2022, 46% in February 2021, 63% in February 2020 and 60% in February 2019.
- 21%, inclusive of caretaking cases, were Looked After Children (LAC).
- 29% were NEET (in academic years 12 and 13 and including children and young people residing out of Brent) compared to 39% in February 22, 24% in February 2021, 29% in February 2020 and 23% in February 2019.
- 6% of the caseload were recorded as having an EHCP or Statement of SEN compared to 5% in February 2022, 12% in February 2021, 8% of the caseload in February 2020 and 7% in February 2019.
- The YOS cohort is spread across Brent. Those wards with higher percentages are within Harlesden, Willesden Green, Tokyngton, Barnhill and Stonebridge. Children and young people residing in these wards represent over 40% of the cohort. A significant proportion (almost a fifth) reside outside of Brent.

4.7 Brent YJS 2022//23 case level data:

Brent YJS 2022/23 Case-level data															
Offences	Disposals					Offending population by ethnicity						Offending population by gender			
Total Offences	No. of Pre-court disposals	No. of First-tier disposals	No. of Community disposals	No. of Custody disposals	Total Disposals	White	Mixed	Asian	Black	Chinese or Other	Unknown	Female	Male	Unknown	
236	33	78	26	3	140	18 (17.3%)	11 (10.50%)	13 (12.5%)	53 (51%)	9 (8.7%)	0 (0%)	13 (12.5%)	91 (87.5%)	0 (0.0%)	104

4.8 Reducing caseloads and increasing complexity

The reduction in caseloads in recent years masks the growing number of challenges within the youth justice system - particularly with regards to risk of harm, safety and wellbeing. In recent years, the proportion of young people assessed as posing a high or very high risk has increased - especially amongst 16 to 18-year-olds. Inspection data taken from the *HMIP Annual Report March 2022*, showed that 'nearly 80 per cent of children sentenced to a court order were assessed as presenting some form of risk to others, and 30 per cent were considered to present a high or very high risk of harm'.

In Brent, the most prolific types of youth crime are offences of violence against the person, drug possession and supply, robbery, and motoring offences. Serious youth violence (often with links to gangs, drugs and county lines) is a persistent problem and has increased the amount of statutory provision children and young people receive.

5.0 Child First

5.1 Brent YJS delivers services to children and young people in accordance with *Child First principles*.

This requires services to prioritise the best interests of children and recognise their needs, capacities, rights, and potential. All work is childfocused and recognises structural barriers to full participation. The importance of really understanding our children and young people has become a key theme for Brent. This is reflected in the CYP training offer which includes anti-racist, social GRACES, and cultural competency training. Furthermore, YJS practice development sessions are delivered regularly and frequently make use of YJB effective practice resources to enhance the skill with which practitioners consider the importance of structural inequalities, racial discrimination, and the impact of trauma. YJS Assessments are commenced after a young person's, and their parent / carer's self-assessments, have been completed.

Brent YJS also promotes a child's individual strengths and capacities to develop their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society. Brent's continued focus on trauma and Adverse Childhood Experiences (ACEs) in our work with children and young people assists practitioners to identify those at higher risk of harm. Specific work can then be identified where the young person has complex issues, is 'stuck' or where there is high anxiety within the professional network. Joint 'signs of safety' group supervision with social work colleagues helps workers understand risk and the importance of the joint planning process. Trauma continues to be part of the supervision process with the trauma triangle embedded into the YJS staff supervision template.

5.2 Encouraging children's active participation, engagement, and wider social inclusion.

YJS strives to form meaningful collaborations with children. Information obtained from user surveys and case has shown that children from Black heritage groups would like music and creative activities to form part of the YJS offer. As a result of this, all YJS young people can attend music recording and production courses delivered by our community partner Street Fusion. Furthermore, an extensive range of MOPAC funded music, sport and creative activities will be hosted at Family Well-being Centres for young men and women supported by YJS. All programmes have been designed to respond more specifically to children's needs and provide an open space for self-awareness.

5.3 Promoting a childhood removed from the justice system, using pre-emptive prevention, diversion, and minimal intervention. All work minimises criminogenic stigma from contact with the system

Since August 2021, Brent children and young people arrested for the possession of cannabis have been given a community resolution, thus diverting them from the youth justice System. Possession of cannabis represents approximately 70% of First Time Entrants. Cases are subject to a Rapid assessment and interventions based upon need, risk, and choice. These interventions have included referrals to EACH (substance misuse) the COVID-19 Pathfinder, and Youth Justice Liaison and Diversion (mental health screening).

The work of the Brent Out of Court Disposal Joint Decision-Making Panel includes healthy debate on mitigating factors for children who have offended. The panel considers the personalised needs of the child, the ACPO gravity scoring and the wishes of the victim. Relevant professionals such as CAMHS workers, social workers; education workers and mentors attend to contribute to a multi-agency understanding of a child's background, any trauma, learning needs or mental health issues. This enables the Panel to take a child focused decision to ensure the child is not unnecessarily criminalised when they have broken the law. Children on an OOD who experience difficulties in school or have issues with their school place are referred to an Inclusions Officer who works closely with YJS so the child and their family can receive advice and specialist support. This includes managed moves, being home educated, and obtaining school places.

6.0 Voice of the Child

6.1 Brent YJS listens to children and young people.

Our case managers routinely bring back to team meetings and supervision sessions what children and young people are saying and how our offer to them might change to meet differing needs. This has been particularly relevant since we came out of the pandemic period. During 2020 and 2021 we conducted an annual survey to gain feedback more consistently on children and young people's views of the YJS, their knowledge of the order they were on and the staff they interact with. Children and parents were contacted to participate in this survey by staff who are not working directly with them to try to ensure impartiality and to alleviate any power imbalance they may feel when responding to questions. 57 children and young people completed the survey in 2021 compared to 47 in 2020.

In 2022 YJS revised its methodology for youth participation. MOPAC funding was obtained to develop more interactive and creative approaches, moving beyond hearing their views to young people being more included in the decision making and planning. A YJS Youth Panel was formed. Supported by a YJS Participation Officer, members aim to communicate with members of the YJS Management Board via a range of multi-media platforms including podcasts and short films.

User surveys have been completed by around two-thirds of YJS young people in 2023. The survey remains open until the end of summer. Findings will be analysed and presented to the YJS Management Board

6.2 Key Findings 2020 – 2021

6.3 Contacts & Communication

- There were high scores over both years: 95% in 2021, 98% in 2020, regarding contact between children and young people and case managers. This means that at the agreed date and time set for their appointments children and practitioners did what they said that they would do.
- 78% stated that their preferred method of contact was over the phone. This seemed to relate to it being more convenient and saving time and money.
- Most children and young people (96%) surveyed felt that the YOS had supported them to prevent further offending / re-offending, which is an increase of 7% from last year's 89%.

6.4 Understanding the Court Process.

- On a scale of 0-10 where 10 means that they totally understood the process 51% rated 10. There were 11% who rated five or below.
- This is broadly consistent with the Royal College of Speech and Language Therapists research which has shown that 66-90% of children in youth justice have low language skills, with 46-67 % of these being poor or very poor range. (Bryan - 2007).

6.5 Planning

- 73% of children and young people had been involved in creating their intervention plan down 18% on last year's figure of 91%.

6.6 Interventions

- A range of 27 options were listed and children and young people could select as many options as possible, which were applicable to them. Work on my offending and substance misuse (43%) scoring the highest, then victim awareness 41% (2020 less than 20%), followed by peer pressure, 1:1 session with the police and reparation all scoring 22%.
- In 2020 the intervention that was most selected by children and young people was consequential thinking (27) and decision making (20), followed by general discussion (18), then substance misuse (16). Education and training applications, peers / friendship work and working on my offence were selected 11 times greater than this year possibly because of the lockdown.

6.7 Education

- Out of 56 children surveyed 32 (57%) felt that their experience accessing education was positive. Eight children were not in education (NEET) at the time this survey was undertaken. The rest were mixed responses where 5 expressed that they were experiencing difficulties, stating that they found it harder to access online learning, due to issues with technology, how to study at home and felt that they had slipped behind due to online learning.

6.8 Mental health

- Impact on children and young people during Lockdown: 21.4% were impacted; feeling depressed, stressed due to the loss of freedom, activities, and motivation.
- Some stated that they had too much time to think.

6.9 Parent / Carer Survey

- 100% of parents / carers stated that they felt that they were listened to by their child's case manager and could speak to them about any issues and concerns.
- 78% stated that they were invited to a review meeting, however only 44.4% were provided a copy of their child's intervention plan. Again 78% (69% in 2020) stated that they received regular updates from the case manager about their child's case.
- 56% stated that they had *received support for themselves* - this was support from Early Help Family Solutions.

6.10 Comments from Parents and Carers: *What can be done to improve the Brent Youth Justice Service?*

- Providing parents an accredited course to help promote a better wellbeing and better understanding about what is the trend for Children.
- Help with children on the streets – around understanding and responding to searches.
- Help from authorities not to take away children but offer more help and support.
- It would be good to have compulsory activities after the age of 16 as kids need to do something. As there are no youth centres, they are out with friends and are doing nothing.

6.11 Developmental areas

- Increasing the number of parents involved. Offering more parents support would help and reviewing the offer to them.
- Ensuring that parents are fully involved in their child/children's YJS intervention, by not only inviting them to CPRM's, reviews meetings, but by actively seeking their views and opinions.
- Actively review the parent/carer self-assessment to be clear if parental help is necessary.
- Providing parents with a copy of the intervention plan and being updated by with the Case Manager.
- Creating parent information session(s) where parent(s) can be informed about how to support their child/ren. Sessions could also be delivered by our key partners like the police.
- Offer support and signposting to parent's and promote positive parenting – and be clear about our offer. Targeted Information workshops – to improve attendance and participation.

7. Governance, Guidance, and Partnership Arrangements

- 7.1** The Brent Youth Justice Service (YJS) is a multidisciplinary, multiagency service that works with children and young people aged 10-17 years and their families. Brent YJS provides support in relation to out of court disposals, court work, bail and remand, the assessment of children and young people who offend, the provision of court reports, the planning and delivery of community interventions, and custody and resettlement.

The YJS sits within the Children and Young People's Department and is managed by the Head of Early Help. The Director of Integration, and Improved Outcomes, chairs the YJS Management Board. The Board provides strategic direction and support for the YJS, ensuring that planning is undertaken to deliver effective youth justice services - which firstly aim to reduce re-offending and safeguard children and young people. Secondly, the Board are informed by an understanding of the type and level of risks to children and young people and ensure proportionality in disposals for all children and young people in Brent.

- 7.2** The YJS Management Board has representation across the partnership at senior levels and has maintained a stable and engaged membership with a growing awareness and knowledge of the children and young people's cohort. All Board members have been encouraged to observe practice. The Court representative provides feedback on six Pre-Sentence Reports every 6 months. A case study is presented by a member of the YJS at each Management Board meeting.
- 7.3** A review of the YJS Management Board's Terms of Reference - informed by YJB guidance - took place in January 2023 and was approved by the YJS Management Board. The YOS Board Induction Guidance had previously been reviewed to ensure alignment with the Youth Justice Board's guidance on service governance and leadership (December 2021). The YJB's revised Key Performance Indicators (KPIs) for Youth Offending Teams (YOTs) which was introduced in England from April 2023 was also approved by the Board in January 2023. This stated that the existing four current KPIs: binary reoffending rate, frequency of reoffending, first time entrants and use of custody will continue to be used in conjunction with ten new KPIs. These are accommodation, education, training and employment, SEND/additional learning needs, mental health and emotional wellbeing, substance misuse, out of court disposals, management board attendance, wider services, serious youth violence, and victims. The Board have started conversations around data collection to support the local and YJB aim for local partners to work together to minimise the barriers to children's success, prevent offending and protect the public.
- 7.4** Our intention alongside other YOTs nationally is also to align with the Youth justice board oversight framework. This framework - informed by the YJB's vision - and linked to its 'Sense of Purpose' was issued by the YJB in April 2023. It will monitor the youth justice system performance: oversight, assurance, and compliance and will highlight the YJB's two specific monitoring functions: operation of the youth justice system and the provision of youth justice services and the extent to which the system aims are being achieved and any such standards met. This framework provides clarity on how the YJB's monitoring function is fulfilled, outlining how oversight of local youth justice services (YJS') is undertaken and delivery across the wider system is understood. This YJB framework will take effect within the 2023/24 business year. It will involve a new way of working for the YJB in overseeing the performance of YJS' involving challenge and support and will be reviewed following a period of three years, allowing for the systems and practices to be embedded. Our continued good relations with the YJB – who attend our Board meetings – will continue and benefit from their supportive and challenging approach.
- 7.5** The Brent YJS Youth Justice Plan is informed by and linked to The Brent Borough Plan – 2019 – 2023 – 'Building a Better Brent'.

8.0 Resourcing and Services including staff and workforce development

- 8.1** Brent YJS benefit from partner staffing contributions equivalent to 10.6 FTE within the YJS and senior members from those agencies at Board level. The YJS is compliant with the minimum staffing requirement set out in the Crime and Disorder Act 1998 – with multi agency staff from Education, Health, Probation, and the Police.
- 8.2** Brent Police continue to provide a continuous staffing contribution that exceeds the minimum statutory requirement of 1.0 FTE. There are four Police Officers (1 post is a job share).
- 8.3** There are two mental health practitioners within the YJS, A seconded CAMHS practitioner and a NHSE funded Youth Justice and Liaison and Diversion Worker who undertakes mental health screening. Both officers offer children and young people 1:1 sessions, develop staff knowledge around emotional wellbeing, and support the wider professional network.
- 8.4** A 0.6 FTE National Probation Service officer is seconded to YJS.
- 8.5** Since the formation of YOTs in 2001, Education fulfilled their statutory requirement to support YJS via annual financial contributions.
- 8.6** Reporting to the Head of Early Help, the Youth and Youth Justice Manager has overall management oversight of 25.5 FTE staff members.
- 8.7** The YJB Workforce Development Strategy for the Youth Justice System (2023-25) highlights the importance of staff who work across youth justice settings needing further support in response to the interplay of poverty, trauma, and exploitation with effective and resilient ways of working.
- 8.8** Brent YJS has maintained a stable workforce of largely permanently employed staff. All staff have accessed training through the Brent Council CYP training programme and INSET training delivered through the Youth Justice Board. The team have received more specialist training this year such as, Restorative Justice Practice, Youth Justice Legal Training, Cultural Competency Training, and anti-racist training. YJS monthly practice development sessions have provided a wide and comprehensive focus upon case practice issues including restorative justice, understanding the new YJB KPIs and recording practice, bail and remand practice development, Pre-Panel work practice, desistance approaches, planning and reviewing, effective PSR writing, and Brent's parent and family offer.

- 8.9** The YJS will continue to develop its practice in line with the personalised needs of children and young people during 2023/24. This will include building upon our understanding of cultural competency and anti-racist training, especially around the journey of the child. In addition, YJS will increase its awareness of the social GRACES, which will include the development of an effective practice booklet,
- 8.10** YJS case managers will have access to a range of one to one and group work YJS interventions, which cover a range of themes. There has been a list of resources developed for one-to-one work and these are available in the resources area on the 3rd Floor of the Brent Civic Centre as well as on the YJS Shared Drive / Share point. These include offending behaviour, risk and safety interventions, victim awareness, decision and problem solving, anger and emotional management, and weapon and knives interventions.
- 8.11** The YJS have participated in the Your Choice programme which is funded via the Youth Endowment Fund and London Councils and involves the training and delivery of CBT focused interventions for children and their families.

8.12 The YJS benefits from well-established partnerships with **agencies within the voluntary sector** including:

8.13 Brent EACH

EACH is a counselling and support agency that delivers high quality counselling services and support for YJS children and young people receiving Triage and community resolution (no further action) outcomes. As part of 'whole family working', parents, carer(s), and siblings are also offered support. Two EACH staff members have delivered services in Brent YJS since 2006.

8.14 Westminster Drug Project (WDP)

WDP are a drug and alcohol charity. They contribute the equivalent of 1.0 FTE advice, assessment and treatment support for Brent children and young people who are known to the youth justice system and affected by drug and alcohol problems. Services are delivered at the Brent Civic Centre, and within the local community.

8.15 Brent Centre for Young People (BCYP)

BCYP offers a range of psychotherapeutic mental health interventions, designed specifically for children and young people who offend and who often struggle to engage with mental health services. Like EACH they have delivered services within the YJS since 2006.

8.16 St. Giles Trust

St. Giles offer gang affected mentoring for children and young people involved in or at risk of criminal exploitation.

8.17 Young Brent Foundation (YBF)

YBF are an umbrella organisation for local voluntary organisations and community groups. They provided mentors from across member organisations to match young people with mentors best suited to support them. The work, support and guidance they provide to YJS is informed and guided by their extensive community knowledge.

8.18 Multi-agency Panels

Brent YJS leads or contributes to a wide range of multi-agency Panels with specific strategic and operational functions These

include: • **Resettlement & Aftercare panel**

This monthly panel discusses all children in custody and ensures the accommodation and wider needs of children and young people due to be released from custody are identified and planned for in a timely and transparent fashion in line with the YJB's principles around constructive resettlement as well as providing senior oversight on bail and remand work. Regular panel members include Feltham YOI, the police, social care, Early Help, health staff, restorative justice workers, and the CYP Placement Service.

• **YJS and LAC Managers meeting**

Every quarter complex cases which require senior manager oversight and additional support are considered.

• **Strategy and Professionals meetings**

These meetings are convened as and whenever necessary to share risk, court outcomes, and other information needed to keep children and young people in the criminal justice system safe. Members include YJS, social care, police, health, and education.

- **Exploitation, Violence and Vulnerability Panel**

This Panel coordinates the sharing of information between partners about children and young people at risk of sexual or criminal exploitation, trafficking or modern slavery, and those that are missing, to ensure identified risks are appropriately managed.

- **YJS Risk, Safety and Wellbeing Multi-agency Management Risk Forum**

This Forum meets monthly to manage the risk, and safety and wellbeing of high-risk children and young people and provide senior management oversight.

- **YJS Transitions Panel**

Chaired by YJS with attendance from Probation, Police (IOM) and Leaving Care colleagues to discuss young people transitioning from the YJS to Probation in accordance with the new local protocol informed by the Joint National Protocol for transitions in England (June 2021)

- **Restorative Justice (RJ) Improvement Group**

This is a group comprised of Referral Panel members, YJS, Police and the Courts. The group considers meaningful reparation opportunities within the community that are beneficial for both the community and a young person. It also facilitates discussion and reflection about any issues of importance around RJ. The use of this community forum has already enabled children and young people to consider different ways to repair the harm caused by their offending, acquire the opportunity to reflect on their offence(s), and see the wider consequences for themselves and others.

- **NEET Working Group**

The NEET Working Group consist of the YJS, the Virtual School, Prospects and PLIAS (mentoring). It provides a child-focused consideration of NEET young people on a case-by-case basis, inclusive of planning work and educational initiatives to help young people engage in education and training.

• Out of Court Disposals (OOCd) Decision Making Panel

This weekly Panel is chaired by YJS and attended by Police, Health, YJS, Social Care, Early Help staff and RJ workers to jointly consider and determine OOCd decisions. It additionally identifies young people who are eligible to attend the Turnaround project.

8.19 A review of the various multi-agency panels that exist across CYP is currently being undertaken. The purpose of the review is to assess what is working well and what is not working well, identify any gaps in tracking activity and resource allocation, identify opportunities to streamline and be more efficient, determine what value the current arrangements are adding at each point of the child's journey, assess the quality of the support arrangements that are in place, and provide recommendations for change and improvement. The review is being led by the Children and Young People Department and will be cross cutting across partner agencies and council teams.

9.0 Progress on previous plan and ongoing work areas

9.1 We are aware that across the youth justice system encouraging progress has been made over the last twelve years. Since 2012, the number of first-time entrants to the youth justice system has fallen 78% and the number of children held in custody has fallen 77%. The year ending March 2022 saw the fourth consecutive year-on-year decrease in the number of knife or offensive weapons offences resulting in a caution or sentence. This statement in the annual strategic steer from the Minister for Prisons and Probation in February 2023 highlighted the progress made but recognised the need to reduce victims, maintain public protection, keep communities safe and support children towards positive outcomes.

9.2 As highlighted by the Chair of the YJS Management Board (see 3.0: *Vision: View from the Chair of the YJS Management Board*) considerable progress was made in several of the areas in last year's plan. Brent YJS will build upon these successes in 2023/24.

9.3 Reducing reoffending

Work in this area has benefitted from the continued use of the YJB live reoffending tracker to analyse data at the level of individual young people. YJS has also created the YJS Transitions Panel to manage various transitions (often a vulnerable time for children and young people), listened to the voice of the child, responded to substance misuse and disproportionality issues, and conducted several 'deep dive' case audits. More learning will take place around case audits and case studies and increasing creative capacity to meet the range and variety of individual needs.

9.4 Reducing serious youth violence.

9.5 We are acutely aware of the challenges in tackling serious youth violence (SYV), Our involvement in multi-agency panels and attendance at daily police briefings has ensured a continued focus upon SYV and related themes around county lines, drug possession and supply, and child exploitation. There has been a concerted and joined up effort across the partnership to manage ‘violence and tensions’ within Brent. During 2022 this involved event planning (carnival weekend), the provision of various outreach activities responding to local needs, utilising peer mapping, and communicating with neighbouring boroughs and courts. The YJS also employs safety mapping to identify risks and keep children safe.

9.6 The Youth Engagement Fund Report: *Children, Violence and Vulnerability (2022)*, included a survey of 2,025 children and young people. It also features a review of national statistics (undertaken by Crest Advisory) to explore the ways in which violence – and fear of violence – is shaping children’s lives. Key findings are worrying and remind us of the task and challenges ahead.

9.7 Survey Findings

- 14% of teenage children had been a victim of violence in the last 12 months.
- 39% of teens had been a victim or witness of violence in the last 12 months.
- 55% of teens said they’d seen real life acts of violence on social media in the last 12 months. 24% said they’d seen children carrying, promoting, or using weapons.
- 65% of teens said they’d changed their behaviour to keep themselves safe from violence in the last 12 months. 14% had been absent from school out of fear. A further 14% said it caused them to lose concentration, because of worry. 16% avoided going to a social event. And 2% even said that their fear had led to them carrying a weapon.
- 26% want to see changes to policing (such as more patrols) to address violence, alongside more youth clubs and activities (15%) and drug and alcohol services (10%).

9.8 Review of National Crime Statistics:

- Violence was down in the years before the Covid-19 pandemic. 0-17 knife related hospital admissions fell 7% between 2018/19 and 2019/20.
- During the pandemic, violence fell; robberies decreased by 34%, homicides by 20% and 0-17 hospital knife related hospital admissions by 14% between 2019/20 and 2020/21.
- As restrictions eased, some forms of violence have returned to pre-pandemic rates while others haven’t. Robberies remain 27% below the rate in 2019/20 but homicides of 13-17-year-olds in London are higher in 2021 than in 2019.
- Black Heritage group children are increasingly overrepresented in the criminal justice system. These children make up 4% of all 10–17-year-olds, but are subject to 15% of arrests, 18% of children stopped and searched and 29% of children in custody – up from 17% in 2011/12

9.9 During the current year our focus and resolve will involve listening to the voices of young people to guide and shape our future service delivery. The YJS Risk Policy has been updated to include robust transfer processes (when children and young people move in or out of Brent) - this was a recommendation from the Serious Case Report on Child K.

9.10 It is worrying that almost all offences were committed by children who have been victims of exploitation. The high proportion of victims, many of whom were children themselves, is of equal concern. We will continue to use the Youth Justice Board Serious Youth Violence toolkit and Community Safety Team data to help our analysis of patterns and trends to improve and develop provision.

9.11 Serious Violence

As part of the new Serious Violence Duty (SNA) 2023, Brent will collaborate with other local authorities and criminal justice agencies, to produce a 'strategic needs assessment (SNA) by January 2024. The SNA will identify the local drivers of serious violence and the cohort of people most at risk or most affected by serious violence. Quantitative data to be considered in the strategic needs assessment will include His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspection of police handling of serious violence committed by children, the Children Commissioners report into police strip-searching children, and HMIP research on black and mixed heritage boys in the youth justice system. In parallel to this, a youth participation approach will be employed to coproduce a youth led qualitative assessment of serious youth violence.

9.12 Knife Crime

From 2017/18 until 2021/22, there has been a mixed picture in terms of knife crime. There were 38 knife offences committed by young people in 2022/23. This compares to 55 knife offences in 2017/18, 65 in 2018/19, 54 in 2019/20, 39 in 2020/21, and 41 in 2021/22. Although it is encouraging to note a downward trajectory in recent years, it is difficult to know the extent to which the COVID-19 pandemic played a part in suppressing knife enabled crime. Brent has worked hard in terms of addressing aspects of serious youth violence including the introduction of Knife Crime Prevention Orders, multi -agency daily briefings, summer projects, planning across multi-agency panels, and routine referrals to the Brent Front Door when children and young people have been released under police investigation and are at risk of contextual safeguarding harm. Furthermore, young people at risk, or known to involved in serious youth violence, are offered mentoring support via the Community Protection coordinated Exploitation, Violence and Vulnerability Panel.

9.13 Reducing Disproportionality amongst over-represented children – especially Black heritage children and young people

Reducing disproportionality continues to be a central thread running through all YJS work. It is a highly challenging priority, as has been highlighted in an extensive report released by the YJB in April 2023. Nearly all the children interviewed as part of 'Understanding ethnic disparity in reoffending rates in the youth justice system - Child and practitioner perspectives report', had been excluded from

school. This was contrary to the wishes of most children, who wanted greater educational opportunities to help them gain skills for the future. The report also places emphasis on poverty and social class and how this contributes to children from ethnic minority heritage groups being overpoliced and under protected.

9:14 Key findings

Among other things, the YJB found there is:

Bias among individuals and organisations:

- It was felt that children from ethnic minority backgrounds involved in crime are often treated as adults.
- When children are treated as adults, it can mean they are not being safeguarded properly.
- This research found that racism within different institutions can result in ethnic minority children being treated differently to their white peers.
- A lack of diversity among the people who work in the criminal justice system was thought to contribute to systemic racism.
- Children from ethnic minority backgrounds were more likely than their white peers to be stopped and searched by the police.

Weaknesses in prevention and support:

- Children respond best to support when they can build strong, trusting relationships with practitioners.
- Practitioners are not always able to spend time developing strong relationships with children, due to time and budget issues.
- Reoffending is more likely to occur when there is a lack of additional support services available to children, such as mental health services.
- Children said they had negative experiences of police custody and legal representation in court.
- Children said they were rarely given information about what was happening next or about their rights. □ When children are sentenced, their needs and experiences are not always fully considered.

Children and youth justice practitioners stressed that ethnic disparities in reoffending must be understood through an intersectional lens and how wider social inequalities and marginalisation from other support systems play a key role. They also emphasised their experiences that systemic and institutional prejudices impact on the likelihood of a child re-entering the youth justice system and even influence the treatment they receive once there.

9.15 Disproportionality in the Brent Youth Justice System

The failure to achieve equity of treatment for all children in the youth justice system can also be found in Brent when using the Summary Ethnic Disparity Tool to analyse children aged 10 to 17 years in Brent. This is particularly evident amongst Black African and Caribbean children and young people who are significantly overrepresented in the youth justice system. Overall, Black heritage group children represented 51% of the Brent YJS cohort in March 2023. This compares unfavourably to the 32% of all children and young people from these mixed heritage groups living in Brent according to the mid-year 2021 census.

Ethnic group	2016	2017	2018	2019	2020	2021	2022	Percentage change year ending March 2016 to March 2022(1)	Percentage change year ending March 2021 to March 2022(1)	2021 midyear 10-17 population by ethnic group
Asian	21	17	11	11	19	13	13	▼ -38%	0	10,324
Black	144	133	114	106	92	70	53	▼ -63%	▼ -24%	7,981
Mixed	23	22	17	13	14	10	11	▼ -52%	▲ +10%	2,763
Other	28	29	23	13	17	9	9	N/A	N/A	4,288

Ethnic minority groups (5)	216	201	165	143	142	102	86	▼ -60%	▼ -17%	25,356
White	42	37	46	26	26	22	18	▼ -57%	▼ -18%	7,893
Unknown	11	11	7	6	0	2	0	N/A	N/A	-
Total (2)	269	249	218	175	168	126	104	▼ -61%	▼ -17%	33,249

Percentage point change (1)

Share of total (3)	2016	2017	2018	2019	2020	2021	2022	% Point change from year ending March 2016 to year ending March 2022	% point change from year ending March 2021 to year ending March 2022	2021 midyear 10-17 population by ethnic group
Asian	8%	7%	5%	7%	11%	10%	12%	▲ 4.5 pp	▲ 2.5 pp	31%
Black	56%	56%	54%	63%	55%	56%	51%	▼ -5.0 pp	▼ -5.0 pp	24%
Mixed	9%	9%	8%	8%	8%	8%	11%	▲ 1.5 pp	▼ -2.5 pp	8%
Other	11%	12%	11%	8%	10%	7%	9%	n/a	n/a	13%

Ethnic minority groups (4)	84 %	84 %	78 %	85 %	85 %	82 %	83%	▼ -1.3 pp	▲ 0.7 pp	76%
White	16 %	16 %	22 %	15 %	15 %	18 %	17%	▲ 1.3 pp	▼ -0.7 pp	24%

9.16 Throughout 2023/24, Brent was proactive in exploring ways to address the overrepresentation of Black heritage group children and young people within the youth justice system. This included:

9.17 Increased understanding of YJS Management Board members

Board members recognise the importance of supporting the whole family, not just the young person. It additionally recognises how the early identification of neurodevelopmental disorders and help in education at an early stage could combat the entry of Black heritage group children into the criminal justice system. CAMHS have worked hard to recruit a new seconded health professional to the YJS who will join the service in July 2023. As well as increasing access to therapeutic support, this appointment will enrich the ability of YJS practitioners to tell the story behind the crime within the pre-sentence reports and the wider assessment process. This includes explaining the experiences of children who have been adversely impacted by gang exploitation or have suffered trauma.

9.18 Improving prevention and diversion opportunities:

The delivery of good preventative services is key to redressing inequalities. Brent YJS works closely with partner in delivering a range of initiatives including:

9.19 Turnaround

Developed by the Ministry of Justice, Turnaround is based on similar principles to those underlying the Supporting Families programme, including the view that children on the cusp of offending often have complex needs that should be supported.

Brent has received Turnaround grant funding from the Ministry of justice amounting to:

- £57,557 in 22/23
- £148,624 in 23/24

- £148,542 in 24/25,

Turnaround extends support offered through the Out of Court Disposal Team to 117 young people aged 10 to 17 years who are:

- subject to a No Further Action (NFA) decision
- those who are subject to a Community Resolution
- those receiving a first-time youth caution
- released under investigation (RUI) or those subject to pre-charge bail (PCB)
- those discharged by a court
- those acquitted at court
- those fined by a court

Family support is an integral element of the programme. A fulltime Family Support Worker will be employed to complement assessment, planning and intervention work undertaken by the YJS Out of Court Disposal Team.

9.20 Disproportionality Challenge Fund

Brent successfully bid for 149,000 from MOPAC to establish a 12 month project, from November 2022, tackling disproportionality within the youth justice system. There are essentially two components to the programme The first of these is delivered by the Young Brent Foundation and seeks to make systems change through the offer of cultural competency training to professionals. The other element consists of supporting YJS young people from Black, Asian and Minority Ethnic Heritage groups to coproduce activities within Family Wellbeing Centres. Supported by a Youth Participation Office, 12 young people to date are forming a Youth Panel that will advise the YJS Management Board as to their personal experience of the YJS as well as making recommendations for service improvements.

9:21 Engage

Engage is a MOPAC Funded project providing the NW BCU with a grant to establish and provide an Early Help Youth Focused Intervention for Young People within Brent, Barnet.

The project is due to become operational in July 2023. Barnet are the lead borough and are recruiting youth workers who will be based in the Wembley and Colindale custody suites. Youth workers will meet young people in custody and offered a further two meetings post custody. During this time, they will be given information, advice and signposting to Brent Early Help and Youth Justice Service interventions. Engage will be open from 8am to 8pm weekdays with a reduced level of cover over weekends. Engage will be funded until the end of 2024-25.

9.22 COVID-19 Brent Pathfinder for Overrepresented Children

The “Pathfinder” was a three-year YJB funded programme delivered by Brent YJS and voluntary sector partners including the Young Brent Foundation and Brent EACH Counselling. The project supported young people from Black, Asian and Minority Ethnic heritage groups who had been adversely affected by COVID-19. In 2022, members of the Pathfinder Youth Panel identified the following as the initiatives most needed to expedite COVID-19 recovery.

Youth Recommended Initiatives	Pathfinder Response.
“A safe space – youth club – youth hub environment”.	Family Wellbeing Centres have offered premises and facilities for youth activities.
“Mental health support where we can express our feelings.”	EACH counselling support has assisted Pathfinder children and young people to increase their resilience, feel positive about their future, and ease the trauma and pain caused by the pandemic.
“Putting together projects that will help and hear our voices being heard”.	Panel member podcasts and videography has been shared within the Council and is now available on the Council’s YouTube page.
“Prepare the next generation of public speakers”.	Panel members are offered podcast training. They have interviewed police, substance misuse practitioners and other professionals.

9.23 Your Choice

The Your Choice programme provides training in Cognitive Behavioural Therapy (CBT) techniques to youth practitioners working with young people (aged 11-17 years) at medium to high risk of harm. The CBT technique is used during interventions / interactions with

the young people on the programme. To date this programme has been offered within the Accelerated Support team (AST), the Youth Justice Service and the Looked After Children and Permanency Service (LAC).

9.24 Youth and Youth Justice Services

In August 2022, the then YOS Management Board agreed a proposal to bring together the Youth Offending Service (YOS) with the responsibility held for coordinating and monitoring the Brent Youth Strategy, and additionally to lead on developing a small team to maximise youth activities working closely with the Family Wellbeing Centres (FWC). The rationale for change was that closer alignment of these two areas of work would strengthen the offer of Early Help preventative services, enable stronger links with schools, and offer positive early intervention opportunities to reduce exclusions and entry in the criminal justice system. It also enables further integration with the FWC and other providers ensuring the most vulnerable young people are targeted. Work undertaken to date includes using outreach work to the youth offer for Brent Young People, refreshing the Brent Youth Strategy, and supporting FWCs to expand their half term and summer holiday youth provision.

9.24 Increasing Training and developing Resources to prevent reoffending:

YJS have received Cultural Competency, Anti-Racism and Unconscious Bias training. A practice development session took place on Social GRACES in April 2022. Actions to develop resources to work with children on identity and lived experiences as well as discrimination will be shared across Brent and CYP with an increased emphasis on ways to assess and explore diversity presenting this more comprehensively in Asset Plus assessments and reports.

9.25 Improving trust

Police offer 1:1 session to children and young people who have had a negative experience of stop and search. Additionally, four workshops were delivered to students at Alperton School in May 2022 on topics including stop and search and police mistrust. Student feedback included concerns that children were being stopped and searched daily after school – with no arrests made. This was shared with the Head teacher, and the school's police and the gangs' prevention team. More sessions are planned over 2023 at Roundwood Community school and Creswell Academy.

9.26 Preventing school exclusions

In Brent, School Exclusion Annual Reports, and the Brent Education Recovery Plan, provide the strategic direction that has reduced school exclusions for young people from Black heritage groups. Although there has been an increase in exclusion rates for children

and young people of Black or Black British Dual Heritage children in some secondary schools, CYP is working closely with schools to achieve the outcomes expressed within the Brent Black Community Action Plan. Brent YJS has developed a range of workshops for schools to work with children in high-risk groups. This was rolled out with Brent River College PRU in 2021 and Alpertons School in 2022. The positive impact of these sessions demonstrates the many benefits that can be gained by increasing awareness amongst children and staff about stop and search, gangs, crime and Black Lives Matter.

9.27 Reduce disproportionality in custodial outcomes including remands and sentencing.

In 2022, a workshop with defence lawyers, CPS, and the court representatives on anti-racist legal representation (Just for Kids Law) occurred with important messaging regarding the role of defence lawyers to advocate for children and addressing the trust deficit within Black heritage groups towards lawyers and Court Services. A Magistrates workshop took place with excellent feedback from Magistrates and District Judges' during 2022 - 30 Magistrates and 1 Judge attended the session. The 'Understand the Journey' message was well received by attendees. More recent sessions with magistrates have included restorative justice practice across the YJS and working with young people on Court Orders.

9.28 Listen to children's voices

Feedback from children led to the YJS commissioning music providers Street Fusion to deliver a music recording and audio production pilot programme. Eight children were involved during the spring and summer of 2022. This has proven to be highly successful, especially with young men from Black heritage groups. It also provides a safe space which is conducive to discussing sensitive discussions around themes such as emotional wellbeing, contextual safeguarding, and desistance from offending. The MOPAC funded Brent YJS Youth Forum will present its first film, covering lived experiences in the youth justice system to YJS Board members this summer.

9.29 Provision of parent workshops

These workshops are popular with parents who appreciate meeting other parents in a blame free environment and learn about a range and variety of themes such as online grooming, county lines drug dealing, parenting styles and the negative impact of social media. These workshops have been a response to *the Children Commissioners report on Young Lives (April 2022)*, that found families

often do not know where they can get help and then feel blamed when engaging in programmes. Brent YJS has an ongoing commitment to providing parent workshops as well as offering the Strengthening Families, Strengthening Communities Programme SFSC, (which is focused specifically on parents who have concerns about youth violence). The extent to which parent workshops are valued by attendees was described by one mother as:

'I learnt a lot more awareness and safety tips - I would like to continue with these meetings so I can get a more detailed understanding about our children today. Overall, the meeting was a blessing because i came out knowing more than i did going in'

9.30 Embedding Resettlement Practice

The 2021 *HMIP Annual Inspection report of youth justice services*, highlighted resettlement as an area across YOTs that needed improvement. This was reinforced by the YJB in its 2023/24 Business Plan, and in February 2023 the Minister for Prisons and Probation directed 'YOTs to work 'with the Youth Custody Service to ensure every child has a clear plan ahead of their release and can access the right education, healthcare and accommodation support'. Brent YJS updated its Resettlement Policy in March 2023 in response to this and continues to actively participate in the London Resettlement Partnership. Support is shaped by the five characteristics that have been identified as key to effective practice: • Constructive

- Co-created
- Customised
- Consistent
- Co-ordinated

The Brent Resettlement and Aftercare Panel is an effective forum for coordinating and reviewing resettlement planning. In 2022, it was observed by both the Chair of the YJS Management Board, and the Head of Looked After Children and Permanency. Feedback was positive and noted the importance of YJS and Children's Social Care collaborating closely and frequently. The Resettlement and Aftercare Panel will continue to review any safeguarding issues for children within the secure estate and ensure matters are escalated within the system.

9.31 Education

Brent YJS understands that accessing good ETE provision, is crucial to the life chances of children under statutory supervision. It is consistently identified as one of the top three factors that need to be addressed by inspectors and the YJB. However, many children and young people have had negative educational experiences and a proportion are entrenched in lifestyles that are not conducive to participation in ETE. This is often because of exploitation, gang affiliation and disrupted educational history. In June 2022, a *HM*

Inspectorate of Probation, Estyn, and Ofsted joint inspection of education, training, and employment services in youth offending teams, involving 180 children from six local authorities, highlighted many of the strengths and challenges of ETE provision from a youth justice perspective – Brent children had no involvement in the inspection.

9.32 Strengths

- YOT boards consistently prioritised ETE work in the delivery of services.
- Operational staff had enough time to deliver high quality work with children.
- Staff had good access to training in recognising children's ETE needs.
- YOTs delivering good ETE work had well-developed partnership arrangements, including specialist assessment and interventions.

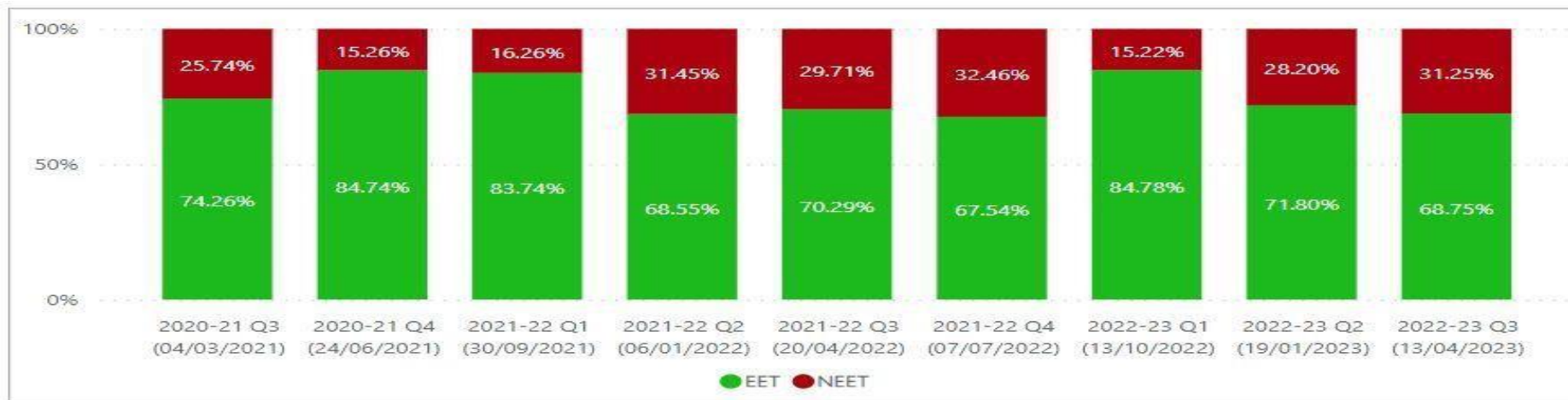
9.33 Areas for improvement

- The quality of ETE work was poorest for those children who most needed it, and this was particularly evident when a child had an EHCP (in England)
- There are too many cases where children were not making progress and whose vulnerability was increasing because of low levels of engagement in positive work
- Boards were not monitoring key aspects of the children's engagement in ETE.
- There are significant barriers to participation.
- The quality of work was poorest for those children who most needed it.
- The support provided to the child to engage in ETE should be clear and reviewed regularly.

9.34 ETE in Brent YJS

The characteristics of a strong YJS Partnership, as identified by HMIP and Ofsted, exist in Brent. The YJS Management Board scrutinizes the NEET cohort every quarter. This oversight has been extended to all children due to the national inclusion of education as a YJS Key Performance Indicator. The Board also ensures staffing levels are sufficient and there is access to a wide and varied training offer. Clear pathways between Brent YJS and mainstream and alternative education providers means that significant progress has been made towards making HMIP and Ofsted's recommended improvements. This includes increasing commitment to

participation work in schools and a new quality assurance regime which ensures all assessment and case actions are undertaken within agreed timescales. Operational work is monitored by a supportive Board that maintains tight oversight of the relatively small but challenging number of NEET young people known to Brent YJS.



Operationally, ETE is shaped by intensive joint working between YJS, commissioned ETE provider Prospects, and the Virtual School for Looked After Children. Staffing capacity has increased and there is greater emphasis on access, monitoring and quality of provision. This includes:

- A NEET working group which meets monthly to monitor vulnerable young people not in education and ensure that plans are in place.
- The provision of employment and training data from the YJS to Prospects on a fortnightly basis so that interventions are put in place at the earliest opportunity and any children who have no recorded provision are identified.
- Working closely with custodial units to ensure children and young people have a transition destination at the point of resettlement.
- Ensuring that Prospects advisors are working closely with parents and YJS case managers, other professionals, and families.
- Deploying additional staffing when children and young people are already receiving support from a generic Prospects Advisor.
- The NEET group has extended its scope to include a PLIAS employment adviser who can provide specialist support to those seeking employment and the construction CSCS card.
- EHCP work is now more comprehensively reflected in Asset Plus and PSRs.

- Close working with the Brent Inclusion Team. This includes the Inclusion Team Manager attending the Multi agency High-Risk Panel.
- YJS attendance at the CYP Children Missing Education Panel.

9.35 Mental Health and Emotional Wellbeing: Liaison and Diversion

The NHS England funded Youth Justice Liaison and Diversion scheme in Brent offers mental health screening to young people held in police custody at Wembley Police Station, or those young people referred to YJS for an Out of Court or Turnaround disposal. The CNWL employed Youth Justice Liaison and Diversion (YJLD) practitioner identifies any unmet mental health and neurodiversity needs a young person may have (ASD, ADHD, learning difficulties, or SALT) and refers on to appropriate health services. Children are risk assessed and seen at a range of locations including the Brent Civic Centre, school, home, care homes, or community facility. Engagement takes place with parents, schools, social services, and other agencies where necessary - especially when there are unmet needs that require attention. The YJLD worker also attends CP, CIN conferences, professionals' meetings, and other meetings to help meet a young person's additional needs.

During the period April 2022 to March 2023, the YJLD worker engaged 148 young people. One hundred and twenty-nine of these were males (87.2%) and 19 were females (12.8%). Sixty-two (41.9%) assessments were completed. The three key offences children accessing YJLD were charged with were drug possession, violence against the person, and possession of an offensive weapon.

9.36 Mental Health and Emotional Wellbeing

CAMHS Seconded Mental Health Practitioner supports those young people who have received a court ordered sentence with identified or unidentified emotional wellbeing and mental health needs. Children and young people who are assessed as meeting the tier three threshold are supported to be referred to CAMHS.

Brent YJS has historically encountered difficulties attracting suitably qualified and experienced candidates. After a series of unsuccessful recruitment campaigns spanning about a year, CAMHS have recruited a Mental Health Practitioner who will join the YJS in July 2023.

9.37 Restorative Justice (RJ) and Victims

The following quotes are typical of many children and young people who took part in restorative justice in 2022/23:

“I have learnt a lot of things from these offences. I’ve learnt that I should go down the right path. I should walk the other way and ignore negative friends,” 17-year-old male .

“Since the offence I have not been in any trouble and do not intend on getting into any trouble. I have learnt not to fight as it can affect many people including the victim, offender, community, and it can impact my future,” 17-year-old male.

“RJ has helped me look at the offence and my behaviour so I can put it in the past and get on with my life,” 16-year-old female.

“The main outcome for me was how an offence like this can truly affect the community. It really gave me a completely new angle on how to look at the crime from the perspective of someone that is a stranger to me and looks at the situation upon face value,” 18-year-old male.

Through engagement with RJ, Brent YJS seeks to empower victims and reduce reoffending by developing empathy within our children and young people. The YJS Partnership has dedicated staff who are innovative and creative in encouraging wherever possible victim and perpetrator engagement in restorative justice approaches. The development of this work is greatly assisted by an extensive RJ training offer that is regularly accessed by the Police, Magistrates and YJS staff. Brent YJS revised its Restorative Justice and Victim Policy in 2022/23. Plans for 2023 include:

- Extending meaningful reparation opportunities that are beneficial for both the community and young person.
- Ensuring a dedicated RJ SPOC.
- Developing a digital victim satisfaction survey.
- Creating youth led and coproduced RJ resources for Brent young people. Applying for membership to the Restorative Justice Council.

9.38 Out of Court Disposals

Out of Court Disposal provision is tightly monitored. In the last three-years the YJS Management Board has received a report examining practice, procedures, and performance on three occasions. Such high-level curiosity reflects Brent’s understanding of the clear links between intervening well early, and good outcomes. For instance, the Youth Engagement Fund toolkit shows that pre-court diversion nationally leads to greater reductions in reoffending (by 13%) than sentencing young people through Court Services. Furthermore, when children who have attended diversionary schemes do commit another offence, their offending is likely to be less serious.

The Brent YJS Out of Court Disposal Service offers effective early interventions to children and young people and their families. Its effectiveness is monitored by a Metropolitan Police led Multi-Agency Scrutiny Panel, comprised of senior representatives from the police, CPS, Court Services, Judiciary, MOPAC and the YJB. The Scrutiny Panel audited six OOC cases in November 2022 and further six cases in June 2023. On both occasions decision making was agreed as correct without any comment for five cases, and the remaining one case was agreed as correct with some comment about process.

In 2023/24 the OOC Team will focus on:

- Consistently recording the voice of children within the assessment and planning process.
- Recording use of the RJ screening tool.
- Undertaking comprehensive risk assessments.
- Recording for Health and Prospects staff is detailed and shows impact.
- Maintaining a high level of professional debate within the OOC Panel.

Interventions young people who receive OOCs are subject to reflect their specific needs. For those referred for drug related offences or where assessment has identified substance misuse, one-to-one sessions are offered by the EACH Counselling substance misuse team. Sessions include the law and drugs, county lines drug dealing, gang culture, criminal exploitation, abstinence and harm minimisation. Other sessions delivered in 2022/23 included decision making, peer pressure, making better choices, online safety, sexually harmful behaviour, knife crime, weapon awareness, victim awareness, police one to one sessions, crime presentations, police led group sessions, and safety mapping.

9.39 YJS Triage Programme

Triage is a form of community resolution that is offered to young people who would otherwise be likely to receive a criminal justice disposal. It is offered to young people who admit guilt to low gravity offences. The most common offence committed by children who take part in the Triage programme is possession of cannabis. The service is currently funded by MOPAC and has been identified as the most significant cause of the steep decline in the number of young people from Brent entering the criminal justice system. Children who complete Triage receive the same level of multiagency risk management that young people within the youth justice system receive.

9.40 Case Work Practice and Quality Assurance

The YJS audit framework has been shaped by revised case management guidance and HMIP lines of enquiry. Throughout 2022/23, YJS cases were subject to ongoing case audits. Among other things, these focussed on risk, safeguarding, education, mental health, trauma, cultural competency and diversity. Learning from case audits is now a standing agenda item at YJS Team Meetings. Overall, audit results show an upward trajectory of good practice - especially around the quality of recorded outcomes. The two main areas where performance has been inconsistent are management oversight, and enforcement. Practice development sessions led by the Quality Assurance & Practice Development Manager are delivered monthly.

The Chair of the Youth Bench at Willesden Youth Court undertook an audit of PSRs in January 2023. Findings included a good standard of information about a child's journey, their views, family background, offence analysis, a good understanding of trauma, and clear sentencing proposals. It was also found that work was required to improve the provision of information from schools, greater clarity was needed about how other agencies would support desistance, reoffending histories should always be given chronologically, and victim impact statements should be routinely provided.

Brent YJS has also incorporated elements of Enhanced Case Management (ECM) into case management practice. ECM is a trauma-informed, psychology-led approach to working with children in YJSs based on the Trauma Recovery Model (TRM), which is used to tailor interventions in line with children's developmental needs. In March 2023, the *Enhanced Case Management (ECM): Evaluation Phase One Report - Opinion Research Services*, provided tentative findings on the benefits of ECM in a range of psychosocial outcomes. This included improved coping skills, and that children were better able to understand the impact of their behaviour. Improvements in children's aspirations, and goals were also reported. It also helped some children's engagement with the YJS and other agencies. The report showed that trauma-informed practice was now more embedded throughout Youth Justice sector and is starting to become embedded within partner agencies. Case managers were using ECM tools and techniques with their wider caseload, which reflects wider embedding of the approach. The child-focused, individually tailored nature of ECM was reported to have strengthened case manager's relationships with children.

Since 2017, the YJS has submitted ten Critical Learning Reviews (CLRs) to the Youth Justice Board on children and young people who have committed serious offences whilst under YOS supervision. Themes include housing issues, social media concerns, non-school attendance, escalating risks during period of transitions, practice issues within case management and the experiences of children impacted by the COVID pandemic. CLR's have taken place on two cases in 2022 highlighting the need for the impact of COVID 19 to be evidenced at the assessment and case planning stages. CLRs are discussed in team meetings and practice development sessions.

9.41 Radicalisation or extremist activity

In April 2023 the Youth Justice Board issued practice advice for youth justice services around the management of children at risk of engaging with or involvement in terrorist-related activity. The practice advice was developed to support youth justice services in the identification and management of children at risk of, or involved in, terrorist-related activity. This includes dealing with children posing a terrorist risk and those arrested and convicted under the Terrorism Act 2000 (TACT).

During 2022, one Brent YJS young person, with strong Islamic fundamentalist views, was referred to the police and subsequently managed at level 2 within the local MAPPA scheme.

10.0 Performance Priorities

In 2022/23, Brent YJS performed strongly in relation to its key performance indicators: reducing youth re-offending, the number of first-time entrants to the justice system and the use of youth custody. Continued good performance is central to our future priorities as well as recording and reporting the ten additional KPIs introduced from April 2023.

10.1 Reoffending

The binary rate of reoffending is the official measure of reoffending and the proportion of 'reoffenders' who make up the total cohort. Brent's overall trend appears to be that of a significantly fluctuating reoffending rate: 50% in January to March 2017, 62.2% in January to March 2018, 32.6% in January to March 2019, 39.6% in January to March 2020, and 14.9% in January to March 2021. When a longer term 12-month average is used the rate tends to remain below 50% and suggests a downward trend in rates of reoffending in recent years.

10.2 First Time Entrants (FTEs)

The long-term trend for FTEs is that of a fall in first time entrants, although between 2007/08 and 2018/19 Brent saw the lowest reduction in FTEs nationally. Brent's rate currently stands at 166 (October 2021 to September 2022) compared to 220 in the period October 2020 to September 2021.

10.3 Custody

Despite continued serious youth violence and gang involvement, the number of Brent young people sentenced to custody has reduced from a high of 54 in 2013/14, to six in the twelve-month period ending January 2021 to December 2021, to three in the latest period (January 22 to December 2022).

Remands	2020/21 Remands	2021/2022 Remands	Current Remands
Black	9 (60%)	1 (25%)	2 (100%)
Other BAME	4 (26.6%)	3 (75%)	0 (0%)
Total BAME	13 (86.6%)	4 (100%)	2(100%)
White	2 (13.3%)	0 (0%)	0(0%)
Total	15	4	2

Brent YJS is proactive when dealing with remands to custody through the preparation of written bail packages and applications. This includes management oversight and quality assurance of all bail and remand decisions, changing the bail template to include a narrative on the child's history, lived experience and trauma, and having a default approach that 'children will be given bail' in most instances. At Risk of Custody, meetings are held regularly to help avoid the unnecessary use of custody. In March 2023, two of these three children were remanded in custody.

10.4 Serious Youth Violence and Exploitation: The Youth Justice Board produces a quarterly Serious Youth Violence (SYV) Data Tool. The tool shows trends in SYV offences, which are defined as any drug, robbery or violence against the person offence that has a gravity score of five or more. The latest version (January 2023) contains (provisional) data up to December 2022. The tool indicates that serious youth violence has increased in the year ending December 2022 compared with the previous year. The tool also indicates that drug offences have increased significantly in the year ending December 2022 compared to the previous year.

Children and young people who committed SYV offences were predominantly from Black heritage groups in 2021 (49%) and 2022 (53%). Although this is a significant overrepresentation it represents a reduction when compared to 2020 (77%), and 2019 (72%). Males make up the biggest proportion of children and young people committing SYV offences. In the year ending December 2022, 96% of the cohort were Male compared to 82% in 2021 and 77% in 2020.

10.5 Education

The Brent School Exclusion Annual Report (October 2022) revealed that both permanent and fixed term exclusions from Secondary and Primary schools in Brent reduced in the 2021/22 academic year. There has also been a decline in both the number of fixed term exclusions that were for boys of Black Caribbean heritage – when comparing 2021/22 (129) to 2018/19 (199) - the academic year prior to the COVID-19 pandemic. In 2020/21, 22 pupils were permanently excluded from Brent secondary schools – five of these were non-Brent residents. Additionally, nine Brent resident pupils were permanently excluded from schools located in neighbouring authorities.

10.6 National Standards Audit and Subsequent Reviews

The Youth Justice Board required YJS to assess how well they complied with 2019 National Standards. The review in Brent took place between November 2019 and March 2020, across five new Youth Justice National Standards themes. Members of the YJS Management Board led the review. They were supported by YJS Managers and operational staff to form one small working group for each standard. The review covered strategic and operational practice.

All five National Standards: Out of court disposals, at Court, the Community, in Secure Settings, and Transitions, were rated good for both the strategic and operational self-assessments. Results mirrored the good practice identified within the HMIP Inspection of Brent Youth Justice Services in September 2019. Reports on progress made against improvement recommendations were presented to the YJS Management Board in June 2020, October 2020, April 2021 and July 2021. YOS Team managers have been trained to audit national standards. A review of the Court National Standard will commence in July 2023.

11.0 Challenges and Risks and Issues

The current cost of living crisis will provide significant challenges for children, young people, and their families. It will exacerbate tensions within the home, affect mental health and produce poor ETE outcomes. Similarly, the COVID-19 pandemic has created challenges for children and for many there will be legacy issues. For example, many children have been exposed to hardships that have affected their physical and mental health, experienced increased poverty and social deprivation, and experienced loneliness and a loss of support networks. For children from Black and Minority Ethnic communities, the impact of loss has been comparatively greater. To respond successfully to these challenges there may well be resource and capacity concerns within the YJS in the years ahead. The effects of these socio-economic factors in Brent cannot be fully predicted but it is possible for example, that robbery and other forms of acquisitional crime may increase.

Strong leadership, good governance, and a committed and determined workforce provide Brent with good reason to feel confident about achieving our ambitions for 2023/24. We trust our stakeholders and partners provide the support needed to ensure we respond effectively to the challenges that accompany the introduction of ten new performance KPIs. Brent's commitment to ongoing youth justice improvement and innovation is nonetheless resource dependent. Brent has worked creatively and flexibly to protect and improve frontline service provision. However, unanticipated reductions to funding contributions in 2023/24 would pose a risk to the current concerted partnership effort to reduce serious youth violence, reoffending and improve outcomes for children and young people in the criminal justice system.

12.0 Service Improvement Plan and Looking Forward 2023-24

Brent is committed to the priorities outlined in the YJB Business Plan 2023-24, and instructions given by Government Ministers. In keeping with this, the following are the principal aims and commitments that will shape the Brent YJS partnership in the year ahead.

- Promote evidence-based Child First approaches as the best means to reducing victims, promoting public protection, keeping communities safe and supporting children towards positive outcomes
- Continue to build a YJS partnership culture that encourages diversity in its workforce and in its thinking; is inclusive and supportive, encourages personal responsibility and is delivery focused.
- Embed the ten new additional KPIs introduced by the YJB - with help from partners to produce the required data on a quarterly basis.
- Support Police and Crime Commissioners and Violence Reduction Units (VRUs) in their oversight of the Serious Violence Duty: to work together with specified authorities to establish a 'strategic needs assessment that identifies the drivers of serious violence in the local area and the cohort of people most at risk or most affected by serious violence.
- Ensure the YJS partnership is prepared for the next round of HMIP Inspection starting in 2024, through a YJS focussed programme of case file audits, and thematic Practice Development sessions.
- Implement and develop the Brent YJS Disproportionality Action Plan, and provide updates to the YJS Management Board
- Oversee and manage the Turnaround project introduced in 2022. Ensure that interventions show outcomes and impact, are evidenced based and delivered to high quality standards – and that Turnaround funding is used effectively to meet the aims and outcomes of the programme.
- Block the use of TikTok on any corporate devices used to access MoJ data.

The above aims and actions will be included within the annual Brent Youth Justice Improvement Plan 2023/24. Activity will continue to focus upon our key themes to improve our performance, tackle serious youth violence, strengthen our partnership culture, improve

our prevention offer, strengthen our staff and workforce, become more evidenced based and creative in our practice, and be inspection ready.

13.0 Evidence-based Practice and Innovation

Brent has learnt much from evidence-based practice and will seek to adopt any new approach that has the potential to improve outcomes for Brent residents. To this end Brent will closely monitor research commissioned by the Youth Engagement Fund via their research toolkit, which provides access to many promising approaches to addressing offending behaviour - and in particular methods that prevent serious youth violence. This includes mentoring which according to research reduces violence by 21%, all offending by 14%, and reoffending by 19%.

Work with community organisations to identify alternative forms of engagement with young people will also be explored. This will include coproduction and participation methods, such as the use of podcasts and multimedia, that enable young people to learn and express their views about offending and its impact upon their communities.

YJS will continue to extend access to the Brent Your Choice programme across the CYP Directorate. Funded by the Youth Endowment Fund, it has shown promising signs that the use of CBT techniques, as part of a 12-week programme, can achieve positive results with children and young people confronting complex challenges. Brent is currently comparing data from the Treated Group (those receiving CBT) to the Controlled Group (those that have not) to ascertain whether providing CBT sessions produces better outcomes than traditional YJS interventions.

14.YJS Partnership Budget 2023/24

Brent uses Youth Justice Board funding exclusively for the delivery of a range and variety of youth justice provision, aligned to effective practice and the achievement of the youth justice core outcomes.

Agency	Cash	In-Kind Contributions	Partnership Funding	Total
Brent Council	£723,290	-	-	£723,290
Police	-	£120,000	-	£120,000
National Probation	£5,000	£50,000	-	£55,000
Health Service	-	£100,000	-	£100,000
MOPAC	£45,000	-	-	£45,000
Youth Justice Board	£571,452	-	-	£571,452
Other Dedicated Schools Grant (DSG)	£114,000	-	-	£114,000
Total	£1,458,742	£270,000	£0	£1,728,742

Sign off, submission and approval

A handwritten signature in black ink, appearing to read 'P. Kudhail', with a small horizontal line underneath.

Signed

Palvinder Kudhail

Chair of the Brent Youth and Youth Justice Service

Management Board

Appendix 1 YJS Management Board Membership

Name	Job Title	Sector / Partnership Area
Nigel Chapman	Corporate Director	CYP Brent Council
Palvinder Kudhail	Director – Integration and Improved Outcomes	CYP Brent Council
Serita Kwofie	Head of Early Help	CYP Brent Council
Vivien Dean	Head Teacher of Brent River College	Education
Kathryn Hunt	Head of Probation Delivery Unit	Probation Service
John Beckles	Clinical Commissioning Manager	CCG – Health
Andy Brown	Head of Substance Misuse	Public Health
DI Cheryl Frost	Detective Inspector North West Borough Command Unit Metropolitan Police	Metropolitan Police
Kelli Eboji	Head of Looked After Children and Permanency	CYP Brent Council
Stephen Gordon	Head of Localities	CYP Brent Council
Rachel Summerfield	Magistrate – Chair of the Youth Bench	Willesden Magistrates Court
James Salter	Youth and Youth Justice Manager	CYP Brent Council
Catherine Williams-Baffoe	Deputy Youth Justice Manager	CYP Brent Council
Antoinette Morgan	Quality Assurance & Practice Development Manager	CYP Brent Council

Chris Murray	Chief Executive Young Brent Foundation	Young Brent Foundation – Voluntary Sector
Bhavita Gohel	Performance Advisor Youth Justice Board	Youth Justice Board

Dates of the YJS Management Board Meetings

Meetings 2023/24
28 th April 2023
20 th July 2023
19 th October 2023
19 th January 2024

Appendix 2: Staff Structure

The Youth and Youth Justice Manager reports to the Head of Early Help

YJS Staffing Structure 2023 – 24		
Post	FTE	Funding Source
Youth & Youth Justice Manager	1	YJB/Brent Council

Deputy Youth Justice Manager	1	YJB/Brent Council
Quality Assurance & Practice Development Manager	1	YJB/Brent Council
Team Managers	5	YJB/Brent Council
Restorative Justice Lead	1	YJB/Brent Council
Case Managers	13	YJB/Brent Council
Data Quality Officer	1	YJB/Brent Council
Family Support Key Worker 1	1	Turnaround / MoJ
Early intervention Officer – Triage	1	MOPAC
Reparations Worker	0.5	YJB/Brent Council
Total		25.5

The service wide YJS staff group of 25.5 FTE is supplemented by the following 10.6 FTE secondments and colocation arrangements:

Post	FTE
Police Officer	3.0
Seconded Probation Officer	0.6
Prospects Employment Advisor	1
CAMHS Practitioner	1
YJLD Liaison and Diversion (CNWL)	1
WDP Substance Misuse	1
EACH Counselling – family support	2

St Giles Gangs Mentor	1
10.6	

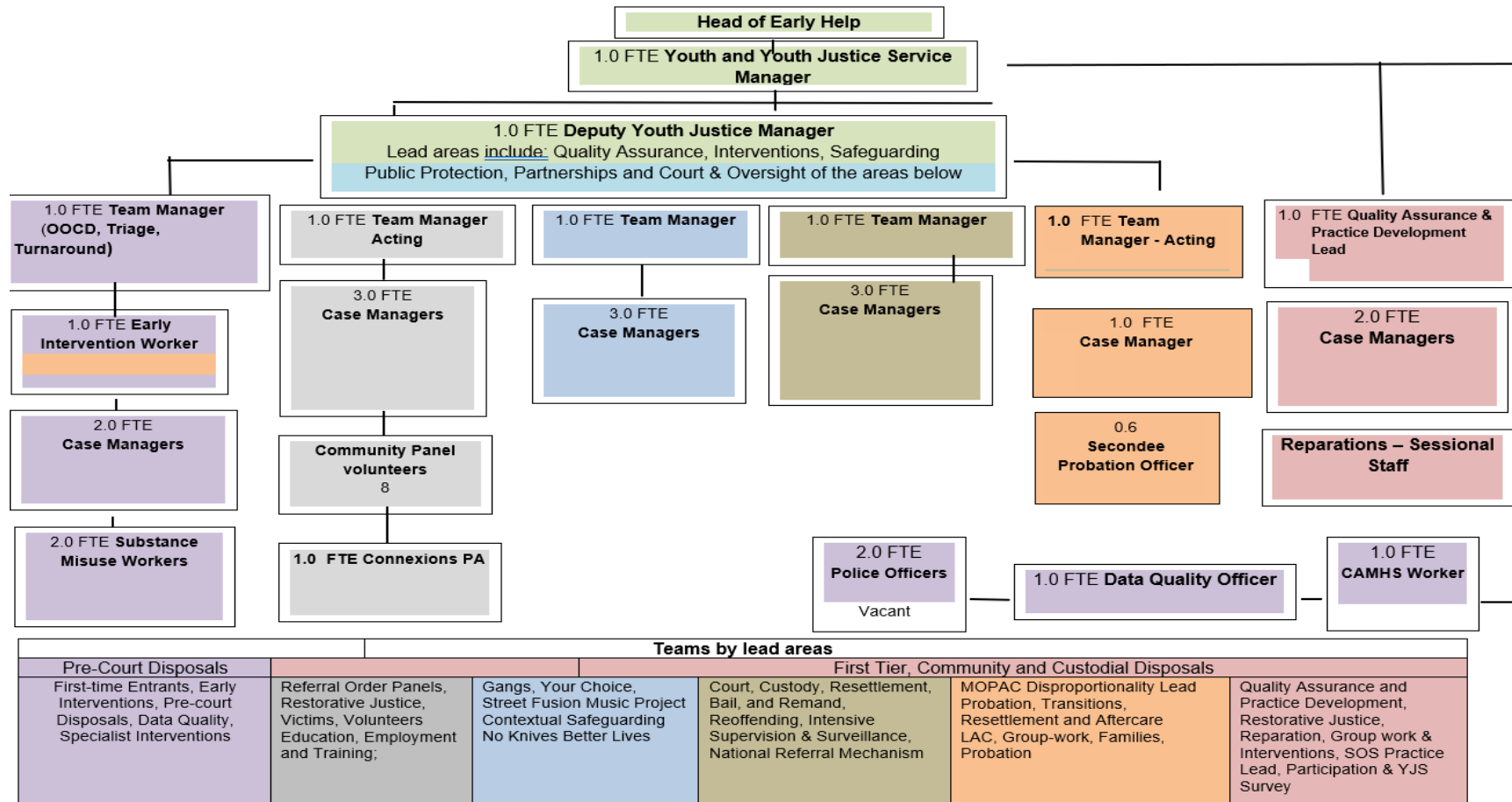
Staff by gender and ethnicity (There are no staff currently registered as disabled)

Gender	Total
Female	28
Male	9
Total	37

Ethnicity	Total
BAME	30
Prefer not to say	0
White	7
Total	37

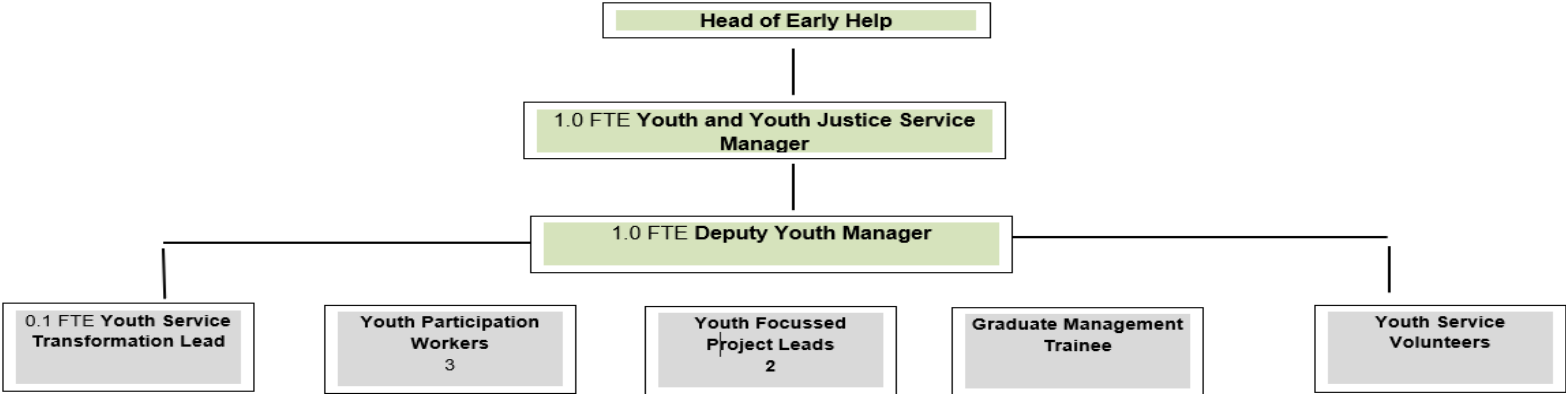
Brent Youth Justice Service Staff Structure 2023/24

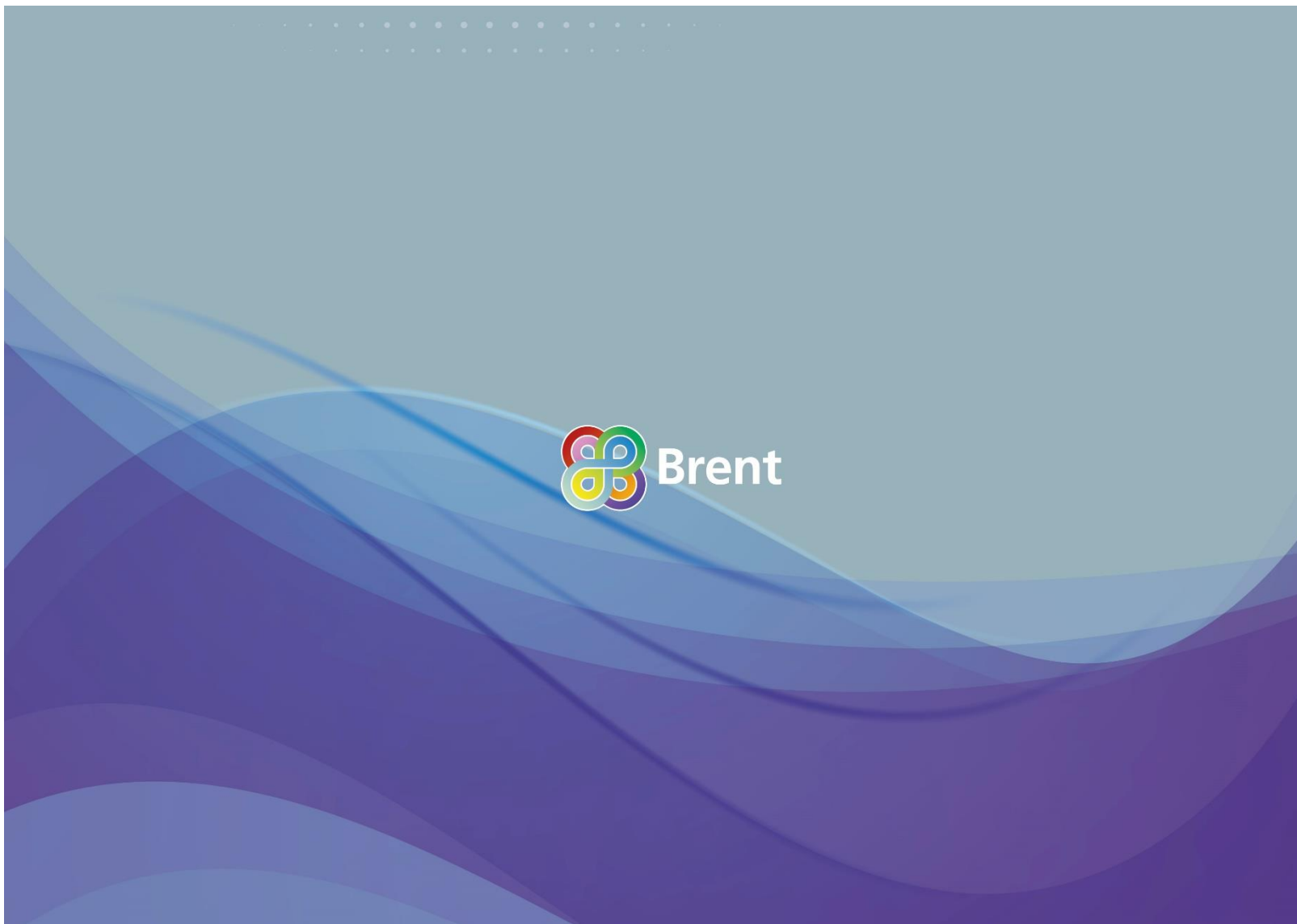
Youth Justice Service Structure




Brent Youth Service Staff Structure 2023/24

Youth Justice Service Structure





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 Brent	Cabinet 11 September 2023
	Report from the Corporate Director of Finance and Resources
	Lead Cabinet Member – Finance, Resources & Reform (Councillor Tatler)
Treasury Management Outturn Report 2022/23	

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
List of Appendices:	Six: Appendix 1: Debt and Investment Portfolio Appendix 2: Prudential Indicators Appendix 3: Internal Investments – Average Rate vs Credit Risk Appendix 4: MRP Strategy 2021/22 Appendix 5: MRP Strategy 2022/23 Appendix 6: MRP Strategy 2023/24
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Amanda Healy, Head of Finance Tel: 020 8937 5912 Amanda.healy@brent.gov.uk Sacha Bakhtiar, Senior Finance Analyst Tel: 020 8937 4039 Sacha.bakhtiar@brent.gov.uk

1.0 Executive Summary

- 1.1 This report updates members on Treasury Management activity and confirms that the Council has complied with its Prudential Indicators for 2022/23.

2.0 Recommendations

- 2.1 Cabinet is asked to consider and note the 2022/23 Treasury Management Outturn report and the MRP Strategies in Appendix 4-6 and ask that it be

forwarded to Full Council for approval, in compliance with CIPFA's Code of Practice on Treasury Management (the Code).

- 2.2 Note that for 2022/23 the Council has complied with its Prudential Indicators which were approved by Full Council on 24 February 2022 as part of the Council's Treasury Management Strategy Statement and Capital Strategy Statement.

3.0 Detail

3.1 Cabinet Member Foreword

- 3.1.1 The contribution of the Treasury Management function is critical to ensuring the Council's cash flow is adequately planned and managed. The function's activities underpin all Borough Plan priorities in providing cash management for all Council services and ensuring affordability for projects within the Capital Programme. The operations look to optimise the effect of borrowing costs and investment income whilst managing the risks associated with those activities in line with the Council's Treasury Management Strategy approved by Full Council in February 2022. The economic climate has been extremely volatile following the outbreak of war in Ukraine and the approach taken with the economy under the previous Prime Minister with rising inflation and interest rates. The report sets out details of how the function managed the Council's activities in accordance with the relevant professional codes and legislation during 2022/23.

3.2 Background

- 3.2.1 The Council's treasury management activity is underpinned by the CIPFA Code, which requires authorities to produce annually Prudential Indicators and a Treasury Management Strategy Statement on the likely financing and investment activity. The Code also recommends that members are informed of treasury management activities at least twice a year for 22/23.
- 3.2.2 The Council has borrowed money over the long term to support investment in the Council's infrastructure and also invests cash balances held for short periods. It is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are central to the Council's treasury management strategy.
- 3.2.3 Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year and, as a minimum, a semi-annual and annual treasury outturn report.
- 3.2.4 The 2021 Prudential Code includes a requirement for local authorities to provide a Capital Strategy, a summary document approved by full Council

covering capital expenditure and financing, treasury management and non-treasury investments. The Council's Capital Strategy, complying with CIPFA's requirement, was approved by full Council on 24 February 2022.

4.0 Economic Background

- 4.1 The war in Ukraine continued to keep global inflation above central bank targets and the UK economic outlook remained relatively weak with the chance of a mild recession. The economic backdrop during the January to March period continued to be characterised by high energy and commodity prices, high inflation, and the associated impact on household budgets and spending.
- 4.2 Central Bank rhetoric and actions remained consistent with combatting inflation. The Bank of England, US Federal Reserve, and European Central Bank all increased interest rates over the period, even in the face of potential economic slowdowns in those regions.
- 4.3 Starting the financial year at 5.5%, the annual CPI measure of UK inflation rose strongly to hit 10.1% in July and then 11.1% in October. Inflation remained high in subsequent months but appeared to be past the peak, before unexpectedly rising again in February. Annual headline CPI registered 10.4% in February, up from 10.1% in January, with the largest upward contributions coming from food and housing. RPI followed a similar pattern during the year, hitting 14.2% in October. In February RPI measured 13.8%, up from 13.4% in the previous month.
- 4.4 The labour market remained tight albeit with some ongoing evidence of potential loosening at the end of the period. The unemployment rate 3mth/year eased from 3.8% April-June to 3.6% in the following quarter, before picking up again to 3.7% between October-December. The most recent information for the period December-February showed an unemployment rate of 3.7%. The inactivity rate was 21.3% in the December-February quarter, slightly down from the 21.4% in the first quarter of the financial year. Nominal earnings were robust throughout the year, with earnings growth in December-February at as 5.7% for both total pay (including bonuses) and 6.5% for regular pay. Once adjusted for inflation, however, both measures were negative for that period and have been so throughout most of the year.
- 4.5 The Bank of England increased the official Bank Rate from 0.75% to 4.25% during the financial year. It has continued to increase, reaching 5.00% in June 2023 with expectations of further increases being necessary, possibly to 5.5% by September as the Monetary Policy Committee (MPC) attempt to prevent higher inflation and wage growth becoming embedded in the economy.
- 4.6 The Bank's credibility issues mean that it can no longer afford to wait until the effect of past increases in Bank Rate affect activity. This suggests that further monetary tightening is necessary to have the desired immediate effect on inflation.

- 4.7 The lagged effect of aggressive monetary tightening will increasingly pressure economic activity. A recession appears inevitable. Household spending will be affected by increases in mortgage payments, while business investment/spending will fall back due to higher borrowing costs. Unemployment will increase.
- 4.8 Uncertainty continued to be a key driver of financial market sentiment and bond yields remained relatively volatile due to concerns over elevated inflation and higher interest rates, as well as the likelihood of the UK entering a recession and for how long the Bank of England would continue to tighten monetary policy. Towards the end of the period, fears around the health of the banking system following the collapse of Silicon Valley Bank in the US and purchase of Credit Suisse by UBS caused further volatility.
- 4.9 During 2022/23; the 5-year UK benchmark gilt yield rose from 1.41% to peak at 4.70% in September before ending the financial year at 3.36%. Over the same timeframe the 10-year gilt yield rose from 1.61% to peak at 4.51% before falling back to 3.49%, while the 20-year yield rose from 1.82% to 4.96% and then declined to 3.82%. The Sterling Overnight Rate (SONIA) averaged 2.24% over the period.
- 4.10 Despite household budgets remaining under pressure, consumer confidence rose to -36 in March, following readings of -38 and -45 in the previous two months, and much improved compared to the record-low of -49 in September. Quarterly GDP was soft through the year, registering a 0.1% gain in the April-June period, before contracting by (an upwardly revised) -0.1% in the subsequent quarter. For the October-December period was revised upwards to 0.1% (from 0.0%), illustrating a resilient but weak economic picture. The annual growth rate in Q4 was 0.6%.
- 4.11 The UK economy has been resilient in the face of the dual headwinds of inflation and interest rates, albeit the majority rise in Bank Rate is yet to impact households. Government cost of living support, stronger wage growth and household savings have had an offsetting effect, while timing issues around mortgage resets have delayed the impact of monetary tightening.
- 4.12 Global bond yields remain volatile, although UK gilt yields have been more affected by its seemingly idiosyncratic inflation issues. The Federal Reserve and other central banks see persistently higher policy rates through 2023 as key to dampening domestic inflationary pressure.
- 4.13 After reaching 9.1% in June, annual US inflation slowed for eight consecutive months to 6% in February. The Federal Reserve continued raising interest rates over the period with consecutive increases at each Federal Open Market Committee meetings, taking policy rates to a range of 4.75%- 5.00% at the March meeting.
- 4.14 From the record-high of 10.6% in October, Eurozone CPI inflation fell steadily to 6.9% in March 2023. Energy prices fell, but upward pressure came from food, alcohol, and tobacco. The European Central Bank continued increasing interest

rates over the period, pushing rates up by 0.50% in March, taking the deposit facility rate to 3.0% and the main refinancing rate to 3.5%.

5.0 Revised CIPFA code and PWLB Lending guidance

- 5.1 In May 2022, HM Treasury provided updated guidance to local authorities to ensure their capital plans would be compliant with ongoing access to the PWLB borrowing facility, building upon lending terms originally published in November 2020.
- 5.2 The revised guidance clarified that “The PWLB will not typically advance new loans if there is a more than negligible risk that the newly advanced PWLB loan will not be repaid without future government support”. However, the guidance goes on to comment that authorities following the Prudential Code would generally be adequately managing risk.
- 5.3 The existing guidance provided by HM Treasury includes examples of permitted and prohibited use of PWLB funds. Authorities that are purchasing or intending to purchase investment assets primarily for yield will not be able to access the PWLB except to refinance existing loans or externalise internal borrowing. Acceptable use of PWLB borrowing includes service delivery, housing, regeneration, preventative action, refinancing and treasury management. The restrictions do not impact the Council as we have any commercial activities within the Capital Programme.
- 5.4 CIPFA published its revised Prudential Code for Capital Finance and Treasury Management Code on 20th December 2021. The key changes in the two codes are around permitted reasons to borrow, knowledge and skills, and the management of non-treasury investments.
- 5.5 The principles of the Prudential Code took immediate effect although local authorities could defer introducing the revised reporting requirements until the 2023/24 financial year. The Council chose to delay introducing the revised reporting requirements until the 2023/24 financial year.
- 5.6 In March 2023, the PWLB launched a further borrowing rate at gilt yields + 0.40% for borrowing within the Housing Revenue Account, which became available on 15 June 2023. However, given the significant move in base rates since the announcement, borrowing is still significantly more expensive, so it is unlikely to have a material impact on the Council’s future borrowing plans. For Example, a 20-year EIP loan for the HRA at the time of the Spring Budget announcement would have achieved a rate of 3.91% however at the time of the rate launch the rate that could be achieved was 4.83%.

6.0 Local Context

- 6.1 On 31st March 2022, the Council had total borrowing of £684.6m arising from its revenue and capital income and expenditure. The Council’s underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR) while usable reserves and working capital are the

underlying resources available for investment. These factors are summarised in Table 1 below.

Table 1: CFR and Borrowing Summary

Table 1: Balance Sheet Summary

	31.3.23 Actual £m
General Fund CFR	851.4
HRA CFR	294.9
Total CFR	1,146.4
*Other debt liabilities	36.2
Borrowing CFR	1,182.6
External borrowing	781.0
Internal (over) borrowing	
Less: Usable reserves	(491.2)
Less: Working capital	(173.6)
Investments (or new borrowing)	116.2

* finance leases, PFI liabilities and transferred debt that form part of the Council's total debt

- 6.2 Higher interest rates have increased the cost of short-term loans. The Council pursued its strategy of keeping external borrowing lower than its underlying level by temporarily using cash held for other purposes, known as internal borrowing, in order to reduce risk and minimise the interest costs incurred from external borrowing.
- 6.3 The treasury management position at 31st March 2023 and the change during the year is shown in Table 2 below.

Table 2: Treasury Management Summary

	31.3.22 Balance £m	Movement £m	31.3.23 Balance £m	31.3.23 Rate %
Long-term borrowing	566.4	128.9	695.3	3.80%
Short-term borrowing	124.2	(38.5)	85.7	0.38%
Total borrowing	690.6	90.4	781.0	
Cash and cash equivalents:*				
Money Market Funds	98.6	17.6	116.2	0.06%
Total investments	98.6	17.6	116.2	
Net borrowing	592.0	72.8	664.8	

* This relates to our short term Treasury investments (Money Market Funds and DMA deposits). Cash balances held are not deemed an investment so are not included in the above total.

- 6.4 Cash and cash equivalent investments represent deposits which are readily convertible into cash at immediate notice. Included within this total are Money Market Funds (MMF's) which are mutual funds which invest in high-quality short-term debt. Also included is the Debt Management Agency Deposit Facility (DMADF), which provides fixed deposits and is managed by the Debt Management Agency, which is a part of HM Treasury.
- 6.5 Borrowing has increased in the past year, in order to meet the requirements of our long-term Capital investment programme as internal cash resources were utilised.

7.0 Borrowing Strategy

- 7.1 At 31st March 2023 the Council held £781.0m of loans, (an increase of £96.4m in year), as part of its strategy for funding previous and current years' capital programmes. Outstanding loans on 31st March are summarised in Table 3 below.

Table 3: Borrowing Position

	31.3.22 Balance £m	Net Movement £m	31.3.23 Balance £m	31.3.23 Weighted Average Rate %	31.3.23 Weighted Average Maturity (years)
Public Works Loan Board	407.1	135.9	543.0	3.92	27.34
LOBO loans	70.5	-	70.5	4.68	42.63
Fixed Rate Loans (LT)	95.0	-	95.0	2.56	22.88
Local Authority Loans (ST)	112.0	(42.0)	70.0	3.01	0.39
Fixed Rate Loans (ST)	-	2.5	2.5	0	1
Total External Borrowing	684.6	96.4	781.0		

- 7.2 The Council has continued to borrow where necessary over the past year to meet the funding requirements of the agreed capital programmes.
- 7.3 The Council's borrowing decisions are not predicated on any one outcome for interest rates. In year, the proportion of long-term debt has increased as the Council has borrowed to meet the requirements of its capital programme. Securing the long-term rates achieved in-year provides certainty for the development plans, allowing for predictable cashflows long into the future.

- 7.4 The Council has an increasing CFR due to the capital programme and an estimated borrowing requirement as determined by the Liability Benchmark, which also takes into account usable reserves and working capital. Having considered the appropriate duration and structure of borrowing based on realistic projections, it was decided to take a combination of both short-term borrowing and long-term repayment loans (with a mixture of both EIP and Maturity loan structures). Details around the new loans taken out in the current financial year are provided below.

Loan-dated Loans borrowed	Amount (£m)	Rate (%)	Period to maturity (years)
PWLB EIP Loan	20	3.18	20
PWLB Maturity Loan	40	3.15	50
PWLB Maturity Loan	20	4.1	50
PWLB Maturity Loan	40	3.87	50
PWLB EIP Loan	20	3.96	20

- 7.5 The Council has assessed all alternate options to PWLB and will continue to do so in the future, working closely with its Treasury advisor Arlingclose. Where there are possibilities to secure lower cost funding, these will be reviewed. In particular, there may be options to seek lower cost funding around the development of the low carbon heat network in South Kilburn; with a number of public and private bodies able to provide financing.
- 7.6 The Council continues to hold £70.5m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate as set dates, following which the Council has the option to either accept the new rate or to repay the loan at no additional cost. No banks exercised their option during the year.
- 7.7 Due to the higher interest rate environment, there is an increased possibility that the options within our existing LOBO's will be exercised. Three LOBOs with a total value of £26m have options dates during 23/24. We will work closely with our Treasury advisers to identify and review the optimal solution if these options are exercised.

Minimum Revenue Provision

- 7.8 The Minimum Revenue Provision (MRP) is the charge to revenue made in respect of paying off the principal sum of the borrowing undertaken to finance the capital programme. The statutory guidance provides options for calculating a charge that is considered prudent. The approach for this calculation is

approved as part of the budget setting process each February by Full Council in the Minimum Revenue Provision Statement.

- 7.9 A review of the MRP calculation was undertaken following a recommendation from our external auditors which has resulted in a change in approach for assets acquired prior to 2008. The expected economic life of these assets has been revised downwards from 100 years to 49 years following the change in approach for calculating the economic life of land. The updated MRP statements for the years 2021/22, 2022/23 and 2023/24 are included in Appendix 4-6.

8.0 Investment Activity

- 8.1 CIPFA published a revised Treasury Management in the Public Services Code of Practice and Cross-Sectoral Guidance Notes on 20th December 2021. These define treasury management investments as investments that arise from the organisation's cash flows or treasury risk management activity that ultimately represents balances that need to be invested until the cash is required for use in the course of business.
- 8.2 The Council holds invested funds, representing income received in advance of expenditure plus balances and reserves. During the year, the Council's investment balances ranged between £72.7m and £159.5m due to timing differences between income and expenditure. The investment position is shown in table 4 below.
- 8.3 The CIPFA Treasury Management Code requires local authorities to consider their counterparty policies in light of environmental, social and governance (ESG) information. The Council has regard to funds who have signed up to ESG related initiatives, including the UN Principles for responsible investment, the UK Stewardship Code and the Net-Zero Asset Managers Initiative.

Table 4: Treasury Investment Position

	31.3.22	Net	31.3.23	31.3.23	31.3.23
	Balance	Movement	Balance	Income Return	Weighted Average Maturity
	£m	£m	£m	%	days
Local authority deposit	-	-	-	2.77	30.76
Money Market Funds	98.6	17.6	116.2	2.16	1
Total investments	98.6	17.6	116.2		

- 8.4 Both the CIPFA Code and government guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its treasury

investments before seeking the optimum rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

- 8.5 Increasing interest rates have led to improved returns on our short-dated holdings. At 31st March, the Council achieved circa 4.1% from MMF holdings, which compares to 0.6% a year earlier. Rates have increased throughout the year, notwithstanding the volatility around the time of the mini-budget.
- 8.6 Given the higher interest rate environment and the Council's need to hold cash for day-to-day requirements, deposits have been held in short term investments, providing the Council with improved liquidity. This has also led to increased investment income given the increased deposit rates that followed from changes in the Bank of England base rate. There was also a focus on holding funds with high credit ratings, providing increased security over the Council's investment portfolio.
- 8.7 The progression of risk and return metrics are shown in the extracts from Arlingclose's quarterly investment benchmarking in Table 5 below.

Table 5: Investment Benchmarking – Treasury investments managed in-house

	Credit Score	Credit Rating	Bail-in Exposure	Weighted Average Maturity (days)	Rate of Return %
31.03.2022	5.06	A+	100%	1	0.52%
31.03.2023	5.03	A+	100%	1	4.08%
Similar LAs	4.71	A+	61%	32	2.24%
All LAs	4.71	A+	59%	12	1.59%

*Weighted average maturity

- 8.8 In light of Russia's invasion, Arlingclose contacted the fund managers of our MMF funds and confirmed no direct exposure to Russian or Belarusian assets had been identified.

Non-Treasury Investments

- 8.9 The definition of investments in CIPFA's revised 2021 Treasury Management Code covers all the financial assets of the Council as well as other non-financial assets which the Council holds primarily for financial return. Investments that do not meet the definition of treasury management investments (i.e. management of surplus cash) are categorised as either for service purposes (made explicitly to further service objectives) and or for commercial purposes (made primarily for financial return). The non-Treasury investments are held to further service objectives and are therefore categorised as for service purposes. The non-Treasury investments are classified under shareholdings to

subsidiaries and loans to subsidiaries, detailed in 8.10 below. The Council received approximately £3m of gross income from commercial property during the year. Investment property of £14.1m was held at year end.

- 8.10 Investment Guidance issued by the Department for Levelling Up Housing and Communities (DLUHC) and Welsh Government also broadens the definition of investments to include all such assets held partially or wholly for financial return.
- 8.11 The Council also held £256.3m of such investments in:
- Shareholding in subsidiaries £103.5m.
 - Loans to subsidiaries £152.8m.
- 8.12 I4B Holdings Limited is a company wholly owned by Brent Council that was incorporated on 16 December 2016. The primary purpose of the company is to deliver the housing options defined in the Temporary Accommodation reform plan. As of 31st March 2023, the Council had provided funding of £182.1m to i4B (2021/22: £126.0m) which are secured against the company's properties. The Council received £5.2m (2021/22: £4.0m) in interest and fees for loans to I4B. The loans are secured against the properties held within the company.
- 8.13 First Wave Housing (FWH) is a registered provider of housing in Brent and is wholly owned by Brent Council. FWH was setup to manage properties previously owned by Brent Housing Partnership (BHP). The Council received £0.7m (2021/22: £1.1m) in interest for loans to FWH. As of 31 March 2023, there were outstanding loans to Brent Council totalling £34.7m (2021/22: £35.1m) which are secured against the properties held within the company.
- 8.14 These investments generated £5.9m (2021/22 £5.1m) of income for the Council in 2022/23. This investment income covers the borrowing cost of investing in housing through wholly owned subsidiaries. These borrowing costs would be incurred by the Council regardless of the method through which the Council develops new housing, however this is the vehicle of choice for such investments.

9.0 Compliance

- 9.1 The Corporate Director for Finance and Resources reports that all treasury management activities undertaken during the year complied fully with the CIPFA Code of Practice and the Council's approved Treasury Management Strategy.
- 9.2 Compliance with the authorised limit and operational boundary for external debt is demonstrated within Appendix 2 (Debt Limits).

10.0 Investment Training

- 10.1 The needs of the Council's treasury management staff for training in investment management are kept under review. These are considered as part of the staff appraisal process and additionally when the responsibilities of individual members of staff change.

11.0 Stakeholder and ward member consultation and engagement

- 11.1 As a statutory report presenting the Council's Treasury Management activity from the year, this report has been reviewed by the Audit and Standards Advisory Committee with a recommendation for review by Cabinet.

12.0 Financial Considerations

- 12.1 The financial implications are noted in the report.

13.0 Legal Considerations

- 13.1 None identified.

14.0 Equality, Diversity & Inclusion (EDI) Considerations

- 14.1 There are no equality, diversity and inclusion considerations arising from this report.

15.0 Climate Change and Environmental Considerations

- 15.1 As part of the Council's Treasury Management Strategy, the Council will ensure an assessment is made with regards to environmental, social and governance (ESG) matters for the council's long-term investments. There were no new long-term investments made during 2022/23.

16.0 Communication Considerations

- 16.1 No additional communication strategies are required for this report.

Related documents for reference:

Full Council report 24 February 2022 - 2022/23 Treasury Management Strategy

Report sign off:

Minesh Patel

Corporate Director for Finance and Resources

Appendix 1

Debt and Portfolio Investment Position 31/03/2023

Appendix 1

Debt and Investment Portfolio 31/03/23

	Actual Portfolio £m 31/03/2023	Average Rate as at 31/03/2023 %
External Borrowing:		
PWLB - Maturity	378.9	5.4
PWLB - Equal Instalments	159.8	2.5
Fixed Rate Market Loans	95.0	2.8
LOBO Loans	70.5	4.5
Short-term Loans	70	6.5
Accrued interest and other loans	6.8	0.0
Total External Borrowing	781.0	
Other Long Term Liabilities:		
PFI	18.8	9.5
Finance Leases	7.7	4.1
Total Long Term Liabilities	26.5	
Total Gross External Debt	807.5	
Investments:		
Money Market Funds	116.2	2.2
Total Investments	116.2	
Net Debt	691.3	

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Appendix 2

Prudential Indicators

(a) Capital Financing Requirement (CFR)

The Council's cumulative maximum external borrowing requirement for 2022/23 is shown in the table below.

Capital Financing Requirement	31/03/2023 Estimate £m	31/03/2023 Actual £m
General Fund	813.6	851.4
HRA	312.0	294.9
Total CFR	1,125.6	1,146.4

(b) Gross Debt and the Capital Financing Requirement

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

Debt	31/03/2023 Estimate £m	31/03/2023 Actual £m	31/03/2024 Forecast £m	31/03/2025 Forecast £m	31/03/2026 Forecast £m
Borrowing	760.2	781.0	696.0	685.4	676.0
PFI Liabilities	18.8	18.8	18.8	16.7	14.8
Other	7.7	7.7	7.7	7.7	6.5
Total Debt	786.7	807.5	722.5	709.8	697.3
Capital Financing Requirement	1,125.6	1,146.4	1,332.2	1,537.3	1,604.9
Borrowing in excess of CFR?	No	No	No	No	No

(c) Authorised limit and Operational Boundary for External Debt

The Operational Boundary for External Debt is based on the Council's estimate of most likely i.e. prudent, but not worst case scenario for external debt. It links directly

to the Council's estimates of capital expenditure, the capital financing requirement and cash flow requirements and is a key management tool for in-year monitoring.

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

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

	Operational Boundary £m	Authorised Limit £m	Actual External Debt £m 31/03/2023
Borrowing	1,500.0	1,700.0	781.0
Other Long Term Liabilities			26.5
Total	1,500.0	1,700.0	807.5

The Director of Finance confirms that there were no breaches to the Authorised Limit and the Operational Boundary during 2022/23.

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

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

	2022/23 Approved Limits £m	31/03/2023 Actual £m
Upper limit on one-year revenue impact of a 1% rise in interest rates Compliance with limits:	5.0	0.9 Yes
Upper limit on one-year revenue impact of a 1% fall in interest rates Compliance with limits:	5.0	0.9 Yes

(e) Maturity Structure of Fixed Rate Borrowing

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

Maturity Structure of Fixed Rate Borrowing	Upper Limit	Lower Limit	Actual Fixed Rate Borrowing at 31/3/2023	% of Fixed Rate Borrowing at 31/3/2023	Compliance with set limits?
	%	%	£m	%	Yes / No
Under 12 months	40%	0%	110.7	14%	Yes
12 months and within 24 months	40%	0%	25.9	3%	Yes
24 months and within 5 years	40%	0%	52.7	7%	Yes
5 years and within 10 years	60%	0%	51.8	7%	Yes
10 years and within 20 years	75%	0%	124.3	16%	Yes
20 years and within 30 years	75%	0%	121.3	16%	Yes
30 years and within 40 years	75%	0%	189.3	24%	Yes
40 years and within 50 years	75%	0%	105.0	13%	Yes
50 years and above	75%	0%	0	0%	Yes
			781.0	100%	

(f) Capital Expenditure

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

Capital Expenditure	31/03/2023 Estimate £m	31/03/2023 Actual £m
General Fund	173.0	147.4
HRA	59.4	45.2
Total CFR	232.4	192.6

(g) Ratio of Financing Costs to Net Revenue Stream

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

Ratio of Financing Costs to Net Revenue Stream	31/03/2023 Estimate	31/03/2023 Actual
Financing costs Proportion of net revenue stream (%)	36.5 12.6%	29.7 7.8%

(h) Adoption of the CIPFA Treasury Management Code

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

Statement: The Council adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2021.

(i) Upper Limit for Total Principal Sums invested over 364 Days

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

Upper Limit for Total Principal Sums Invested Over 364 Days	31/3/2023 Approved	31/3/2023 Actual
	£m	£m
Limit on principal invested beyond a year	50	0

(j) Security

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

Credit Risk Indicator	31/3/2023 Target	31/3/2023 Actual
Portfolio average credit rating	A	A+

(k) Liquidity

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

Liquidity Risk Indicator	31/3/2023 Target £m	31/3/2023 Actual £m
Total cash available within 3 months	20	116.2

(l) Investment Limits

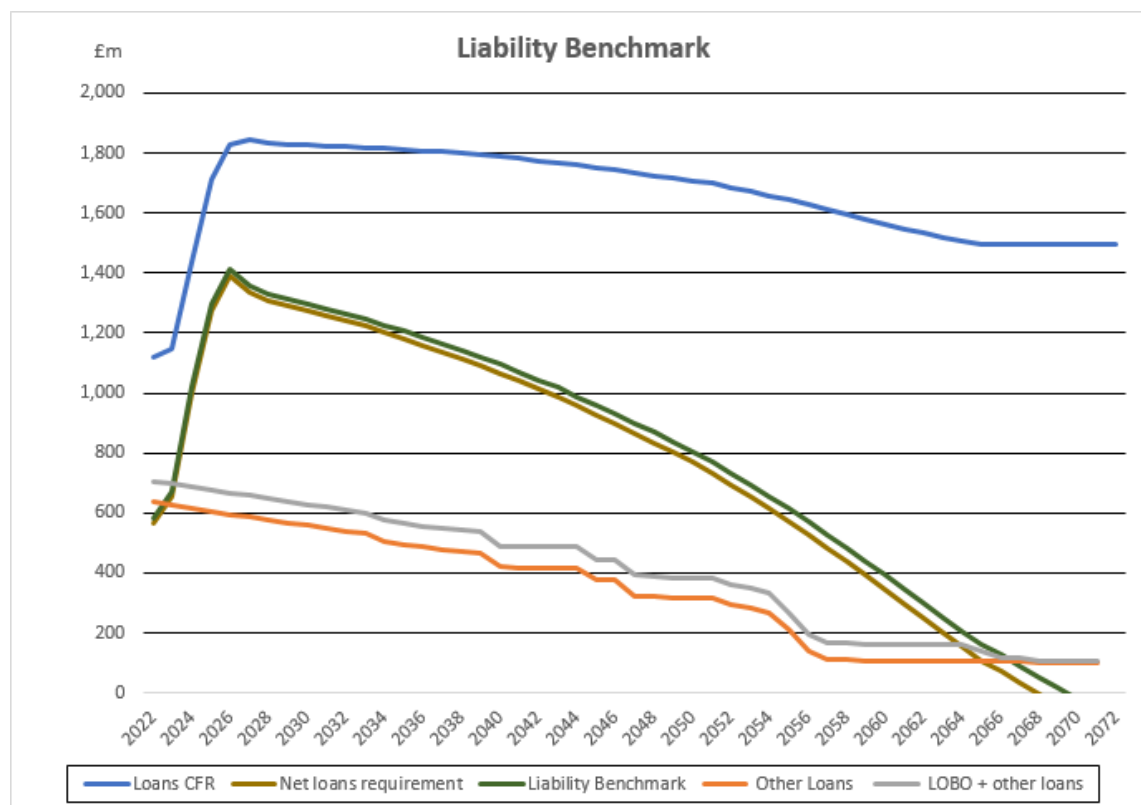
	2022/23 Maximum £m	31/3/23 Actual £m	2022/23 Time Limit	Complied?
Any single organisation, except the UK Government	20	-	n/a	Yes
UK Government	Unlimited	-	50 years	Yes
Local Authorities & Other Government Entities	Any	-	25 years	Yes
Banks (unsecured)	£20m	-	13 months	Yes
Building societies (unsecured)	£20m	-	13 months	Yes
Registered providers and registered social landlords	£20m	-	5 years	Yes
Secured investments	£20m	-	5 years	Yes

Money market funds	Lower of 5% of total net assets of the fund or £20m	£20m	n/a	Yes
Strategic pooled funds	£20m	-	n/a	Yes
Real estate investment trusts	£20m	-	n/a	Yes
Other investments	£50m	-	n/a	Yes

(m) Debt Limits

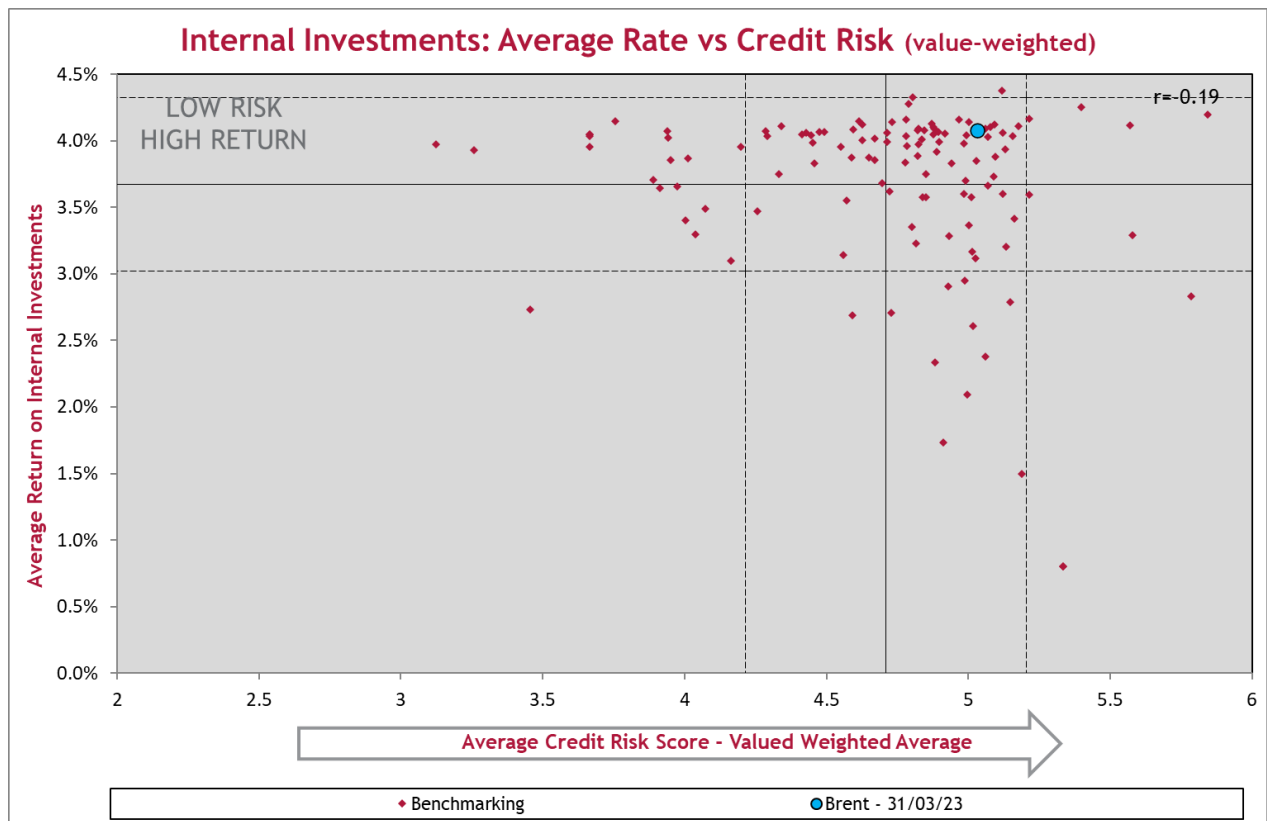
	2022/23 Maximum (£m)	31/3/23 Actual (£m)	2022/23 Operational Boundary (£m)	2022/23 Authorised Limit (£m)	Complied?
Total debt (including Other Long-term Liabilities)	1,500	807.5	1,500	1,700	Yes

(n) Liability Benchmark chart



Appendix 3

Internal Investments: Average Rate vs Credit Risk as at 31/03/2023



The Council measures the financial performance of its treasury management activities against similar Council's through benchmarking provided by Arlingclose.

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Minimum Revenue Provision – 2021/22

- 1.1. Where the Council finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The Local Government Act 2003 requires the Council to have regard to the former Ministry of Housing, Communities and Local Government's Guidance on Minimum Revenue Provision (the MHCLG Guidance) most recently issued in 2018.
- 1.2. The broad aim of the MHCLG Guidance is to ensure that capital expenditure is financed over a period that is either reasonable commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.
- 1.3. The Guidance requires Full Council (or a delegated body) to approve an MRP policy statement in advance of financial each year and recommends a number of options for calculating a prudent amount of MRP.
- 1.4. In accordance with the current guidance for the calculation of MRP the following policy for non-HRA assets has been applied:
 - 1.4.1. For supported borrowing, the Council will use the asset life method (Option 3) and an 'annuity' approach for calculating repayments. Based on the useful economic lives of the council's assets, a single annuity has been calculated, which results in the outstanding principal being repaid over the course of forty-nine years.
 - 1.4.2. For prudential borrowing, the Council will adopt Option 3, 'the asset life method', and an 'annuity' approach for calculating repayments. This option allows provision for repayment of principal to be made over the estimated life of the asset. The use of the 'annuity' method is akin to a mortgage where the combined sum of principal and interest are equalised over the life of the asset.
 - 1.4.3. In line with the statutory guidance, MRP will be charged for finance leases at a rate equal to the amount that goes to write down the balance sheet liability.

- 1.4.4. MRP will include a charge equal to any capital lifecycle additions within the lease.
- 1.4.5. Where borrowing is undertaken for the construction of new assets, MRP will only become chargeable once such assets are completed and operational. Whilst this is not one of the options in the MHCLG Guidance, it is thought to be a prudent approach since it ensure that the capital expenditure incurred on the loan is fully funded over the life of those assets.
- 1.4.6. The Council reserve the right to charge a £nil MRP where the conditions set out in paragraph 26 of the statutory guidance have been met.
- 1.5. The asset lives which will be applied to different classes of assets are as shown in table 1, however the Council reserves the right to determine useful life periods and prudent MRP in exceptional circumstances where the recommendations of the guidance would not be appropriate.

Table 1

Asset Type	Years
Vehicles and equipment	5 to 15 years
Capital repairs to roads and buildings	15 to 25 years
Purchase of buildings	30 to 40 years
New construction	40 to 60 years
Purchase of land	50 to 100 years

- 1.6. Based on the Council's latest estimate of its capital financing requirement (CFR) on 31st March 2021, the MRP budget for 2021/22 has been set at £11.6m.

Minimum Revenue Provision – 2022/23

- 1.1. Where the Council finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The Local Government Act 2003 requires the Council to have regard to the former Ministry of Housing, Communities and Local Government's Guidance on Minimum Revenue Provision (the MHCLG Guidance) most recently issued in 2018.
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Purchase of land	50 to 100 years

- 1.6. Based on the Council's latest estimate of its capital financing requirement (CFR) on 31st March 2022, the MRP budget for 2022/23 has been set at £14.5m.

Minimum Revenue Provision – 2023/24

- 1.1. Where the Council finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The Local Government Act 2003 requires the Council to have regard to the former Ministry of Housing, Communities and Local Government's Guidance on Minimum Revenue Provision (the MHCLG Guidance) most recently issued in 2018.
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Purchase of land	50 to 100 years

- 1.6. Based on the Council's latest estimate of its capital financing requirement (CFR) on 31st March 2023, the MRP budget for 2023/24 has been set at £15.2m.