

Poverty Commission - Delivery Plan - Year 1

Borough Plan Priorities key
Every opportunity to succeed
A future built for everyone, an economy fit for all
A diverse, vibrant and inclusive borough
A borough where we can all feel safe, secure, happy and healthy
Strong foundations

Borough Plan Priorities		PC recommendation	Key actions	Timeframe	Strategic lead	Lead Member	Financial resource	Progress Overview (currently showing 2020/21 performance info - RAG references this)	RAG
Yellow		We recommend that in pursuing its strategic target to secure 50% of new homes as affordable, Brent gives special consideration to achieving more social rented homes and considers, when making planning decisions, how new developments can help reduce poverty (including by forging close links for housing with health, education and economic development).	Adoption of local plan Seek to secure 50% of new homes as affordable Consideration is given to how new developments can help reduce poverty	2021/22	Alan Lunt, Strategic Director, R&E, Phil Porter, Strategic Director, CWB	Clr Tattler, Lead Member for Regeneration, Property and Planning Clr Southwood, Lead Member for Housing and Welfare Reform	Within existing resources	<ul style="list-style-type: none"> <li>Local plan examination outcome awaited. Major planning applications have an equalities impact assessment as part of their submissions and this is considered as part of the assessment.</li> <li>In Q1-3 2020/21, of all the housing schemes granted planning permission which had a S106 legal agreement attached, 3.18 affordable housing (including intermediate) units secured, 40% of the housing in these developments (note, this is schemes granted, not delivered)</li> <li>£123.872 was secured towards play space for older children</li> <li>£106.743 was secured towards improving the capacity of bus routes</li> <li>£3.42m Community Infrastructure Levy agreed towards 3 new medical centres</li> <li>Planning committee agreed consent for a new secondary school in Neasden</li> <li>Employment and training plans secured with major developments</li> <li>The council is well on track to exceed its target to build 1,000 new council homes by 2024, having already delivered 283 homes with another 576 currently onsite and a further 1,100 in feasibility and/or Planning</li> <li>The 'Moving On Up' programme - the council secured £308,000 worth of additional funding in September from new developments in the borough to expand the success of the project until April 2023.</li> </ul>	Green
Yellow		We recommend that the council conducts a whole market review of the Private Rented Sector - its scale, quality, rent levels, interactions with the benefits system and partner agencies - with a focus on tenants' perspectives.	The council has asked Future of London (FoL) to bring together existing data and research, undertaking PRS stakeholder and resident engagement and writing a summary report with practical interventions that will help shape the council's approach to protecting and enhancing the lives of the most vulnerable groups living in the borough's PRS. Although this project focuses on the PRS, interventions will likely cover many council services engaging with PRS tenants. The research and subsequent report will include best practice and lessons learnt from other borough teams and housing associations. The project will deliver this report in three phases. <b>In phase one</b> - gather and analyse current data held by the Council e.g. Brent's public health and PRS teams and publicly available research in housing and inequalities. Sources will be reviewed, including from University of York, Imperial College London, Kings Fund and Centre for Ageing Better. <b>This phase is currently underway.</b> <b>In phase two</b> , FoL will engage with stakeholders, such as employment and child services provided by Brent Council as well as voluntary organisations, to build an understanding of key challenges and opportunities and borough priorities for protecting vulnerable PRS tenants. Interviewees could also include other boroughs and housing associations to compare approaches to protecting vulnerable tenants. FoL will also engage with residents, identified with LB Brent's housing team, to check phase one findings and to develop greater understanding of their specific challenges, aspirations and relationship with the council. Based on the feedback from residents and support services, FoL will develop a long list of outline interventions that will help the council better support these specific groups. <b>In phase three</b> , stakeholder and tenant engagement data will be shared with LB Brent at a second client workshop alongside the long list of potential interventions for the council to consider. This long list will be a set of short-, medium- and long-term practical interventions that support the wellbeing of Brent's vulnerable PRS tenants. LB Brent must then prioritise these interventions based on their potential impact, feasibility and urgency in relation to the Poverty Commission's recommendations, to a top five that FoL will further scope to determine their likely ownership, time frame, impact, key stages and costs.	2021/22	Phil Porter, Strategic Director, CWB	Clr Southwood, Lead Member for Housing and Welfare Reform	Within existing resources	Research commissioned and underway.	Green
Yellow		We recommend that, following a PRS review, Brent Council creates and publicises a comprehensive enforcement strategy to raise standards, including for energy efficiency (which addresses fuel poverty) over the years ahead, guided by the recommendations from the recent report from Dr Julie Rooy (for Trust for London).	<ul style="list-style-type: none"> <li>Scoping of strategy building on findings from the PRS review</li> <li>Engagement with key stakeholders</li> <li>Research completed</li> <li>First draft prepared for further consultation</li> <li>Strategy goes via governance process</li> <li>Strategy published</li> </ul>	2021/22	Phil Porter, Strategic Director, CWB	Clr Southwood, Lead Member for Housing and Welfare Reform	Within existing resources	This will commence following the PRS review - December 2021.	Green
Yellow		We recommend that the council adopt a housing-led approach to all those presenting as homeless (single homeless people and families experiencing homelessness), including with a Housing First offer where appropriate as the default response.	<ul style="list-style-type: none"> <li>April 2021 - capacity increased to 18 units</li> <li>Review of approach to be undertaken by end of 2021</li> </ul>	2021/22	Phil Porter, Strategic Director, CWB	Clr Southwood, Lead Member for Housing and Welfare Reform	Within existing resources	To facilitate the council's Housing First approach - the council has successfully secured funding to increase the capacity in the Housing First Support scheme to 18 units. 12 of these units are now occupied and the remaining 6 units are forecast to be let by 1 April 2021. The council is working with other key stakeholders to ensure a holistic assessment and support is provided as a wraparound service to these cohort. A report was agreed at Cabinet in March to increase the supply of supported housing for people who have been sleeping rough and to help reduce the use and cost of temporary accommodation.	Green
Economy and Jobs									
Borough Plan Priorities		PC recommendation	Key actions	Timeframe	Strategic lead	Lead Member	Financial resource	Progress Overview (currently showing 2020/21 performance info - RAG references this)	RAG
Yellow		With the likely further decline in retail post-Covid, we recommend the council work with the GLA and central government to regenerate its high streets, support job creation and create affordable workspace, and places for community hubs, while enhancing the local environment.	<ul style="list-style-type: none"> <li>Implement actions from the Meanwhile Use Strategy</li> <li>Establish Meanwhile Provider guidance and a preferred list</li> <li>Raise awareness and promote meanwhile uses to owners of vacant land and property, landlords, developers, start-ups, existing micro and SME businesses, business associations, ward members, town teams and community groups, across the borough</li> <li>Consider a discretionary business rates relief for meanwhile uses</li> <li>Coordinate Town Centre Manager networks and intelligence, together with National Non Domestic Rates (NDR) data, to target meanwhile uses in vacant properties in priority town centres and on the high street.</li> <li>Create and facilitate meanwhile projects that focus on create, enterprise and workspace uses to fill vacant properties in priority town centres and on the high street.</li> <li>Work with Council (licensing to activate temporary pop ups and spaces in town centres and high streets (in private and Council owned assets)</li> <li>Shop Local Shop safe campaign to be introduced</li> <li>Local procurement activity to be undertaken to stimulate the local economy and support businesses</li> <li>Deliver digital training for SMEs</li> <li>Local Projects including</li> <li>Wembley and Ealing Road - street art programme</li> <li>Harlesden - new shopfront improvements to support local heritage and listed buildings in Harlesden</li> </ul>	2021/22	Alan Lunt, Strategic Director, R&E	Clr Tattler, Lead Member for Regeneration, Property and Planning Clr Stephens, Lead Member for Schools, Employment and Skills	Initially within the existing budget. Financial implications of any actions would be assessed as plans are developed.	<ul style="list-style-type: none"> <li>All GLA level, the council continues to work closely with its neighbours on the 'Build and Recover' strategy, adopted during September 2020, which focuses on developing jobs to facilitate a 'green' recovery, developing plans for skills training, focussing on growth sectors, high value employment and traditional key employment sectors for West London such as aviation.</li> <li>The council is supporting the GLA/London Councils High Street Recovery Mission.</li> <li>Commissions are underway for Willesden, Church End and Harlesden to consider diversification in town centres, including opportunities for workspace for growth and higher skilled industries.</li> <li>Implementation of the Affordable Workspace Strategy is underway to maximise the delivery of affordable workspace in order to encourage entrepreneurship and provide people with the opportunity to 'start up' a business without the concern of having to identify costly accommodation.</li> <li>The council will secure the delivery of workspaces (inc. affordable workspace) in new developments in appropriate locations by applying Local Plan policies. £92,500 has been secured towards affordable workspace provision.</li> <li>Implementation of the Meanwhile Use Strategy is underway. A Meanwhile Project to fill vacancies is being developed.</li> <li>The Picture Palace - work is progressing to bring back into use as a community run space. Repair work to the building is almost completed and procurement is underway for a community based operator.</li> <li>Successfully secured funds for a Harlesden Gateway High Streets Heritage Action Zone and the project is now underway. The Harlesden scheme will help support Brent's economic recovery and breathe new life into the area.</li> <li>The Shop Local, Shop Safe campaign will be restarted as non-essential retail opens on 12th April.</li> <li>Work is ongoing on local procurement to support local businesses and stimulate the local economy, including working with HS2 on local business and supply chain opportunities. A number of 'meet the buyer' events have been held to introduce SMEs to local supply chain opportunities.</li> <li>Work is also underway to deliver a digital offer for SMEs.</li> </ul>	Green
Yellow	Blue	We recommend that the council extends the use of its procurement powers to secure more good quality apprenticeships and social value from council contracts (using the Social Value Act and, where applicable, section 106 agreements), including by making contracts conditional on payment of the London Living Wage (e.g. through the West London Alliance partnership with neighbouring boroughs).	<ul style="list-style-type: none"> <li>Secure good quality apprenticeships and social value from council contracts.</li> <li>Review progress on an annual basis.</li> <li>As part of contract review ensure LLW is a key element.</li> <li>Local wealth building activity to be extended.</li> </ul>	2021/2022	Peter Gadsdon, Strategic Director, ODS	Clr McLennan, Deputy Leader and Lead Member for Resources	Within existing resources	<ul style="list-style-type: none"> <li>The council already has Social Value embedded as part of its formal procurement processes. In addition this has been reinforced by the new Social Value and Ethical policy agreed by the council April 2020. Opportunities for apprenticeships and work placements are pursued. Social value commitments include a focus on offering specialist training as well as opportunities for engagement and collaboration.</li> <li>The London Living Wage forms part of the council's question bank when undertaking procurements and currently 99% of the council's contracts comply with the London Living Wage. Monitoring of this area to continue. The Cabinet in March 2021 agreed the LLW for the Special Needs Transport Managed service.</li> </ul>	Green
Yellow	Purple Blue	We recommend that Brent goes further in its efforts to encourage fair remuneration for employees by 'missing on contracts requiring their sub-contractors to pay the London Living Wage for private sector residential and care homes to pay the LLW where the council is paying residents' fees; by considering the designation of specific locations as 'Living Wage Places'; and by persuading accredited employers to address the need for flexibility in employment with contracts that guarantee minimum hours.	<ul style="list-style-type: none"> <li>Domiliary care contract includes standardisation of the hourly rate across all suppliers to a level that allows them to pay their staff the LLW.</li> <li>For the London Living Wage Place project - The aim is to set an ambition to be a Living Wage Place, the council can consider how it encourages and/or incentivises (such as the existing Business Rates incentive scheme) organisations paying the living wage.</li> <li>April - May 2021/2021 - Scoping work undertaken and terms of reference drafted</li> <li>June 2021 - Scope agreed and work commences</li> <li>Review and Agreement of approach.</li> </ul>	2021/22	Alan Lunt, Strategic Director, R&E, Peter Gadsdon, Strategic Director, ODS	Clr McLennan, Deputy Leader and Lead Member for Resources Clr Stephens, Lead Member for Schools, Employment and Skills	Within existing resources/Provision also made within BP budget for Living Wage Place	<ul style="list-style-type: none"> <li>2020 - The council's Social Value and Ethical policy was agreed and sets out standards of integrity and professionalism expected from the council's suppliers in their dealings and practices. Progress will be reported annually to Cabinet. Employment support and skills provision are key aspects of the approach as well as accessing affordable training.</li> <li>Successful market engagement event held in February 2021 to raise profile of supplier opportunities in the borough.</li> <li>The London Living Wage forms part of the council's question bank when undertaking procurements and currently 99% of the council's contracts comply with the London Living Wage. Monitoring of this area to continue.</li> <li>Scoping of the London Living Wage Place project will start in April 2021.</li> </ul>	Green
Yellow	Blue	We are pleased that the council is introducing participatory budgeting and recommend that, with proper representation from those experiencing poverty, this should be treated as a key element of engagement and ownership of decisions at the neighbourhood level.	<ul style="list-style-type: none"> <li>January-March - Promotion and Engagement</li> <li>April onwards - piloting of approach</li> </ul>	2021/22	Shaiza Hussain, ACE	Clr Knight, Lead Member for Community Safety and Engagement	Within existing resources	Participatory budgeting is being used to allocate the Carbon Offset fund. The residents' panel has been set up and the council has recruited a range of experts to train the members of the panel on key climate change policy issues. The application criteria will be developed in April and allocating the grants will continue until May 2021.	Green



Poverty Commission - Delivery Plan - Year 2

Borough Plan Priorities key
Every opportunity to succeed
A future built for everyone, an economy fit for all
A cleaner more considerate borough
A borough where we can all feel safe, secure, happy and healthy
Strong foundations

Housing											
Borough Plan Priorities		PC recommendation		Key actions		Timeframe	Strategic lead	Lead Member	Financial resource	Progress Overview	RAG
	Yellow			While recognising that Brent Council's current housing plans compare favourably with other local authorities, we recommend stepping up borrowing to build and bring forward council housebuilding programmes to take advantage of opportunities when demand for construction workers and for house purchase is weak.	Comprehensive house building programme in place.	2022	Phil Porter, Strategic Director, CWB	Cllr Southwood, Lead Member for Housing and Welfare Reform	Within existing resources	Ongoing - Brent has one of the biggest house building programmes in London - 578 on site, 1,100 in feasibility and/or planning. The council will borrow appropriately to meet its strategic objectives. So far, the Council is investing £300m, in addition to £100m secured through the Mayor's Grant funding (2018), making a total of £400m capital investment in new Council homes. The council is now in discussions for another bid round for the Mayor's Grant fund. Activity from that bid round will commence from April 2022. This will enable the Council to continue delivering its ambitious council homes programme. The numbers of homes to be built are indicative and may well increase over the lifecycle of this work.	Green
	Yellow			We note that Brent has undertaken a land and asset review to identify opportunities for the council or its social sector partners to provide additional social housing or to use for community or economic betterment. We recommend Brent's land and asset review is used to develop a strategy and plan to allocate and ensure these assets are utilised to assist those in greatest need, e.g. using land currently occupied by redundant garages to build age-friendly homes that will release much needed family accommodation.	<ul style="list-style-type: none"> <li>Asset review undertaken</li> <li>Plan in place to allocate and ensure these assets are utilised to assist those in greatest need</li> </ul>	2022	Phil Porter, Strategic Director, CWB	Cllr Southwood, Lead Member for Housing and Welfare Reform	Within existing resources	The Council has undertaken a large scale assessment of its existing land assets and this enabled it to submit a substantial bid to the GLA in the last round of the Mayor's Council Homes Programme. As part of this assessment, all existing garage sites were assessed and a determination made as to their continued usage. The assessment also looked beyond garage sites i.e. developable spaces within existing estates. These assessments were carried out with the engagement of residents and residents continue to be engaged as the sites are progressed. On some of these sites, the Council is currently consulting with residents about designing and building up to 400 additional new homes. These are being designed to meet existing housing needs. For example, there is a particular focus on developing larger homes to relieve overcrowding.	Green
	Yellow			We recommend that Brent uses its company, i4B, to purchase (as well as long term leasing) PRS property on the market, including ex-Right to Buy properties, to replace the requirement for expensive temporary accommodation and to acquire shops suitable for conversion into housing to regenerate high streets.	<ul style="list-style-type: none"> <li>Deliver housing options as part of the Temporary Accommodation reform plan.</li> <li>Homes for key workers secured</li> </ul>	2022	Peter Gadsdon, Strategic Director, CDS	Cllr McLennan, Deputy Leader and Lead Member for Resources	Within existing resources	The primary purpose of i4B is to deliver the housing options defined in the Temporary Accommodation reform plan. The core business of the company is as a Private Sector Landlord accepting homeless nominations from the council. Properties are let with the intention that the tenancy will be the foundation on which customers can improve their quality of life. The aim is that customers enjoy secure, affordable, and well maintained accommodation. The company has also secured homes for key workers, which is an identified gap in the borough. i4B has contributed to a planning led paper on opportunities to strengthen high streets. Acquiring shops could be an option but needs to be financially viable. Work will continue in this area.	Green
	Yellow			We recommend that the actions proposed in the council's review of housing adaptations be implemented as speedily as possible, with particular regard to those with disabilities living in the private rented sector.	<ul style="list-style-type: none"> <li>Adaptations to homes delivered across all tenures</li> <li>Progress on implementation of the recommendations will also form part of the PRS review.</li> </ul>	2021/22	Phil Porter, Strategic Director, CWB	Cllr Southwood, Lead Member for Housing and Welfare Reform	Within existing resources	The Council spends over £5m a year providing much needed adaptations in homes across all tenures. During the pandemic, the council has delivered similar levels of adaptations to the previous year. The council also set up a 'Handy Person' service to assist people being discharged home from hospital. The council is currently carrying out research to assess the impact of this service.	Green
	Yellow			The council should work with the GLA to support community and voluntary sector organisations to identify opportunities for community-led housing in Brent.	Continue to support community led housing	2022	Phil Porter, Strategic Director, CWB	Cllr Southwood, Lead Member for Housing and Welfare Reform	Within existing resources	The housing supply and partnerships service are working with Community Led Housing to support Brent CLT (made up of community organisations in Brent). The CLT has plans to develop a housing project led by the community to target single homeless individuals. The council continues to work with Brent CLT to progress this activity.	Green
Economy and Jobs											
Borough Plan Priorities		PC recommendation		Key actions		Timeframe	Strategic lead	Lead Member	Financial resource	Progress Overview (currently showing 2020/21 performance info - RAG references this)	RAG
	Yellow			We recommend the council makes poverty reduction an explicit part of the council's current and future economic development strategies, with a clear set of poverty reduction targets.	As part of the regular review of economic strategies ensure that requirements to tackle poverty are explicit.	2021/22	Alan Lunt, Strategic Director, R&E	Cllr Tatler, Lead Member for Regeneration, Property and Planning	Initially within the existing budget. Financial implications of any actions would be assessed as plans are developed.	Poverty reduction features in the Inclusive Growth Strategy and the draft Local Plan contains policies that seek to address 'poverty's' constituent parts e.g. access to housing, employment. The draft Local Plan is currently being examined by the Planning Inspectorate; the aim is to adopt the plan as a statutory document in 2021.	Green
Green	Yellow			We recommend the council uses its influence to maximise the help provided by careers services for those moving from school to work, and where appropriate, the council encourages take up of the government's 'Kickstart Scheme'.	<ul style="list-style-type: none"> <li>Take up of the Kickstart Scheme promoted</li> <li>Regular review of career support</li> </ul>	2021/22	Alan Lunt, Strategic Director, R&E, Gail Tolley, Strategic Director, CYP	Cllr Stephens, Lead Member for Schools, Employment and Skills	Within existing resources	The council provides targeted support for NEET young people 14-19 (school age) and those 'at risk of NEET', delivered by Prospects. Schools also can commission Prospects to deliver a Connexions careers advice and guidance offer to their young people in school. The council uses the National Careers Service (NCS) to support those moving from school to work - this is a universal service but light touch. Brent Works provides 121 support to young people to access jobs and apprenticeships across a number of sectors. The Brent Works website is regularly updated signposting to career support opportunities. The Kickstart Scheme is underway with the council undertaking a gatekeeping role.	Green
Green			Blue	We strongly support the Brent Black Community Action Plan and we recommend strengthening of the links with CVS and the Young Brent Foundation and others in the voluntary and community sector.	BCAP delivered to timescale and within budget.	2021/22	Shazia Hussain, ACE	Cllr McLennan, Deputy Leader and Lead Member for Resources	Provision made within BP budget	The Black Community Action Plan (BCAP) was agreed at Full Council in July 2020. The delivery plan for 2021/22 focuses on - Children, Young People and Families, Building sustainable community leadership, Supporting Black-led businesses, voluntary and community sector <b>See BCAP for further detail</b>	Green

	Green		Purple		We recommend that the delays caused by Covid-19 to Brent's imaginative programme as the London Borough of Culture be used to give extra focus to the opportunities for engaging young people, particularly those from BAME communities, in activities that raise aspirations and improve employment prospects.	<ul style="list-style-type: none"> <li>Setting up a Local Cultural Education Partnership working with schools to ensure every child in Brent has cultural opportunities</li> <li>Creating new cultural spaces, both meanwhile and permanent, including the Kilburn Studios and the Picture Palace</li> <li>Delivering the Brent Biennial from 2022, a place shaping festival each year alternating between visual arts and music</li> </ul>	2021/22	Phil Porter, Strategic Director, CWB	Clr Nerva Lead Member for Public Health, Culture & Leisure	Within existing resources	Brent 2020 Legacy Manager recruited. Grant made to Metroland, accountabilities and targets agreed. Recruitment of LCEP Co-ordinator underway. Recovery plan to position celebration of local culture and diversity as part of the reopening of the Borough post second wave being developed in partnership with other Council departments. Opportunities to synergise this plan with borough cultural partners, including Lee, Kin, RPO, being explored. Culture Fund projects which could not be delivered in 2020 being programmed for Summer 2021. Application made to the Windrush Fund for development of art work and capturing oral histories around theme of the Windrush Generation's contribution to the NHS, working with Mahogany Carnival Design, Lin Kam Arts and the local NHS. Plans to embed the artist network into the creative sector are in development. Working closely with the Meanwhile Space project in Church End and Neasden to secure creative spaces for artists	Green
		Yellow			We recommend that Brent Council signs up to the Good Work Standard and uses its convening power to bring together anchor employers to address low paid, low hours employment contracts in Brent and to guarantee improved terms (e.g. a minimum of sixteen hours a week and the right to notice periods of at least four weeks for shifts).	<ul style="list-style-type: none"> <li>Scoping of project undertaken</li> <li>Agreement of key stages and implementation</li> </ul>	2021/22	Alan Lunt, Strategic Director, R&E	Clr Stephens, Lead Member for Schools, Employment and Skills	Within existing resources	Harlesden heritage project and the local NHS. Scoping of the project to be undertaken.	Green
		Yellow			We recommend that the council expands its employment support packages to help tackle low wages and insecure work conditions.	Year One activity includes, support for those who are unemployed. This work will continue in year two - with employment support packages to help tackle low wages and insecure work conditions.	2021/22	Alan Lunt, Strategic Director, R&E	Clr Stephens, Lead Member for Schools, Employment and Skills	Within existing resources	The West London Alliance are lobbying for additional investment in the Skills Escalator to improve progression in-work for local residents. This is set-out in the WLA Build and Recover Plan 2020.	Green
	Green				We recommend that the council explores the opportunities for action to support affordable childcare provision, considering loans or grants to both providers and parents that would enable moves into employment in the aftermath of Covid-19.	Continued work to support affordable childcare provision.	2021/22	Gail Tolley, Strategic Director, CYP	Clr Patel, Lead Member for Children's Safeguarding, Early Help and Social Care	Within existing resources	The council is committed to supporting recovery of the early years sector and work is underway in a number of areas including: <ul style="list-style-type: none"> <li>Working with Finance to widen the eligibility criteria so that more early years providers could apply for the LA discretionary grant.</li> <li>Ensuring payments to providers of their termly free early education funding has been made in a timely manner, moving payments forward to help with provider cash flow issues. This has already enabled a number of providers to remain sustainable.</li> <li>Developing and implementing a real time tracking system for monitoring sustainability and sufficiency of childcare provision in the borough to have an overview at ward level and enable early identification of emerging issues.</li> <li>Working with the DfE, LGA, GLA and London Councils through membership of working groups and networks, increasing their understanding of the impact of Covid-19 on Brent early years providers and seeking to ensure that appropriate support is provided for the sector to remain sustainable.</li> </ul>	Green
				Blue	We recommend that the council develops a bespoke digital offer and support for those with disabilities so that they can easily access services remotely and gain confidence in areas such as cashless payments, recognising that this could lower spending, enable access to benefits, and applications for support.	Digital Inclusion action plan developed and implemented.	2021/22	Peter Gadsdon, Strategic Director, CDS	Clr McLennan, Deputy Leader and Lead Member for Resources	Within existing resources	A Digital Inclusion package, which includes support for developing digital skills, is in place as part of the Residents' Support Fund <ul style="list-style-type: none"> <li>Findings from the Citizens Online report will be used to scope work on a bespoke digital offer for those with disabilities.</li> </ul>	Green
				Blue	We recommend that the council sets out clearly how it intends to work with the community and voluntary sector in tackling digital exclusion, and how it intends to ensure residents can operate online, including using digital hotspots created on estates and local safe spaces.	Engagement with the VCS, NHS and Registered Providers Digital Inclusion action plan developed and implemented Engagement with SMEs and development of tailored support	2021/2022	Peter Gadsdon, Strategic Director, CDS	Clr McLennan, Deputy Leader and Lead Member for Resources	Within existing resources	Brent's digital strategy 2019-23 sets out the council's ambition to make Brent a digital place. This work is being supported by new initiatives, which respond to the increase need for digital inclusivity in the context of the Pandemic. <ul style="list-style-type: none"> <li>Roll out of full fibre connectivity across the council's housing stock and key community spaces has begun.</li> <li>November 2020 - A successful online workshop with over 50 attendees from across the Council, VCS organisations, the NHS and Registered Providers was held. This provided an overview of the research carried out as part of the Brent Switch project and shared the Council's aspiration to develop a cross-borough approach to digital exclusion through working across organisations to build a Digital Inclusion Action Plan. A service map featuring existing services (regardless of who delivers them) has also been produced.</li> <li>Digital Champions established</li> <li>Work underway with SMEs to deliver tailored support</li> <li>Digital Inclusion action plan in place</li> </ul>	Green
<b>Financial Inclusion and Welfare</b>												
	<b>Borough Plan Priorities</b>				<b>PC recommendation</b>	<b>Key actions</b>	<b>Timeframe</b>	<b>Strategic lead</b>	<b>Lead Member</b>	<b>Financial resource</b>	<b>Progress Overview</b>	
				Blue	We recommend that the council works with credit unions to provide low-cost loans to cut down dependence on loan sharks and other unscrupulous lenders						<ul style="list-style-type: none"> <li>The Council currently has a payroll deduction scheme available for staff members, though in response to the ongoing COVID pandemic the council is reviewing existing arrangements with the aim of ensuring all staff are fully aware of and have access to the best possible loan and savings products to safeguard their ongoing financial wellbeing.</li> <li>Cabinet agreed on 8 March the continuation of an interest free loan arrangement element of the Resident Support Fund, the details of which are set out in section 7 of the report: <a href="http://democracy.brent.gov.uk/documents">http://democracy.brent.gov.uk/documents</a></li> <li>Through the Hubs network the council has built relationships with a range of specialist</li> </ul>	
				Blue	We recommend that the council explores a further extension of the Hub model so that advice services are available at venues such as GP surgeries, and family wellbeing centres in order for people to have their issues addressed in places that they already visit and trust.						<ul style="list-style-type: none"> <li>The Council currently has a payroll deduction scheme available for staff members, though in response to the ongoing COVID pandemic the council is reviewing existing arrangements with the aim of ensuring all staff are fully aware of and have access to the best possible loan and savings products to safeguard their ongoing financial wellbeing.</li> <li>Cabinet agreed on 8 March the continuation of an interest free loan arrangement element of the Resident Support Fund, the details of which are set out in section 7 of the report: <a href="http://democracy.brent.gov.uk/documents">http://democracy.brent.gov.uk/documents</a></li> <li>Through the Hubs network the council has built relationships with a range of specialist</li> </ul>	

				Blue	We recommend that the council should also consider whether court orders/liability orders are necessary in all cases of Council Tax arrears and, wherever possible, should exercise greater flexibility regarding payment plans and offers of repayment wherever possible, while discontinuing the practice of requiring immediate payment of a year's Council Tax immediately when arrears are encountered.	Ethical Debt Recovery Policy reviewed Resident Support Fund extended Options for working with credit unions explored Ongoing development of the Hub model	2021/22	Peter Gadsdon, Strategic Director, CDS	Cllr Southwood, Lead Member for Housing and Welfare Reform	Within existing resources	partner organisations who are able to provide advice and support. As lockdown arrangements are eased the council will be working with these partners to further develop the Hub offer with a range of advice and support partners providing a holistic service from the Hub spaces across the borough. • Ethical Debt Recovery Policy (amended) - agreed on 25 February 2021 following a review of debt collection processes.	Green
				Blue	We recommend that the council supports the future sustainability of food aid agencies in the borough including by further developing community garden schemes and working with food banks, mutual aid groups and residents' associations.	Continued support for the sustainability of Food Aid agencies in place.	2021/22	Shazia Hussain, ACE, Peter Gadsdon, Strategic Director CDS	Cllr McLennan, Deputy Leader and Lead Member for Resources Cllr Knight, Lead Member for Community Safety and Engagement	Within existing resources	During the Pandemic the council has strengthened relationships and referral routes between food aid agencies and Brent Hubs. In addition, Hubs have been able to provide emergency financial support for residents in food and fuel hardship. The council plans to embed and build on these arrangements going forward.	Green
				Purple	We commend the work being undertaken by Brent to work with its health partners in mitigating the impact of the current pandemic and recommend continuing partnership in tailoring localised health support to those areas most impacted.	<ul style="list-style-type: none"> <li>Establishing Brent Health Matters Clinical Service (BHMCS) to support patients with Long Term Health Conditions referred by GP practices.</li> <li>Recruiting Community Co-ordinators to mobilise a network of volunteer Community Champions across the borough to become trusted messengers.</li> <li>Procuring a VCS partner to recruit and manage a team of Health Educators to connect with harder to reach communities and link them to available NHS and community health services.</li> <li>Develop a co-produced Mental Health and Wellbeing strategy to create an improved range of support services.</li> <li>Launch a Community Grants Programme to support the implementation of community designed initiatives to tackle Health Inequalities.</li> <li>Establish a digital and community outreach communication strategy using digital media and promotion in targeted public locations to deliver key messages on vaccination and health inequalities.</li> </ul>	2021/22	Phil Porter, Strategic Director, CWB	Cllr Nerva Lead Member for Public Health, Culture & Leisure	Within existing resources	<ul style="list-style-type: none"> <li>Brent Health Matters Clinical Service has screened and assessed over 2600 patients referred in relation to Long Term Health Conditions.</li> <li>A team of 7 Community Co-ordinators have been recruited and have been allocated to specific localities across the Borough-over 30 Community Champions have been identified.</li> <li>A VCS partner, Brent Carers Centre has been procured and is mobilising to recruit up to 20 Health Educators drawn specifically from 5 Brent Connects areas.</li> <li>Mental Health and Wellbeing 'Community Connectors' are building community capacity to co-produce and deliver wellbeing support as part of the COVID-19 recovery strategy and have developed and distributed a wellbeing service awareness survey to the community.</li> <li>The Brent Health Matters Community Grant has received applications from community organisations and individuals which are currently in the process of approval and payment.</li> <li>A Health Inequalities communication campaign has delivered: webinars with community leaders; community forums; videos with Community Champions and faith leaders; lamppost banners and leaflets distributed door to door and at 5 targeted public outreach events.</li> </ul>	Green