



**Full Council**  
12 July 2021

**Report from the Director of Finance**

**Recovery from COVID-19**

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Council
<b>Open or Part/Fully Exempt:</b> (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
<b>No. of Appendices:</b>	None
<b>Background Papers:</b>	None
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**1.0 Purpose of the Report**

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

**2.0 Recommendations**

2.1 To agree the establishment of a £17m reserve as detailed in this paper as part of the Borough's COVID-19 recovery plan.

2.2 To agree that the new £17m reserve will be established through re-designation of existing reserves that were set aside to manage the financial impact of COVID-19 and where dealing with health inequalities the ring fenced Public Health reserves.

### 3.0 Detail

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

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

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

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

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

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

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

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

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

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

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

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

### **Supporting Communities (£1.4m Sub Total)**

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

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

### **Supporting Businesses (£10.6m Sub Total)**

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

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

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

### **Reducing Health Inequalities (£0.5m Sub-Total)**

- **Tackling Childhood Obesity:** To introduce an 8 week programme, which can be used in nurseries, FWC, Brent hubs, libraries, churches, schools and GP practices focusing on wards with the highest rates of obesity.
- **Addressing tooth decay in children:** The plan is to bring this service to parents by utilising the mobile bus to areas of highest need, working with community champions to address health inequalities.
- **Universal Healthy Start:** The proposal is to introduce universal provision of healthy start vitamins.
- **Physical Activity Programme:** The programme will encourage residents to come along to a number of 'roadshows' and 'pop up' events where they can try out different free activities, sign up for further free activity sessions and find out where they can continue to be active.
- **Mental Health (Adult Social Care services):** A range of measures designed to increase mental health support services, for example mental health support for families who are living in emergency accommodation and provision of community perinatal nursing and specialist care and support.
- **Mental Health and Wellbeing recovery:** The programme will combine an extended capacity of mental health specialist expertise in Brent schools, building on and extending the Mental Health Support Teams in schools model which launched in Brent in October 2020, with community

based young person peer to peer support through a commissioned community sector provider and extended access of online and digital support packages, such as Kooth. The community based section of this programme will meet the needs of young people from a range of backgrounds but will target Black and Asian young people, and reflect the commitments made in the Black Community Action Plan. This school and community based programme will meet the needs of young people from a range of backgrounds but will target groups with disproportionately low levels of access to statutory mental health services. With a particular emphasis on Mental Health, the project is a blended approach of digital and face to face programmes that will give young people early access to someone trusted to increase awareness of wellbeing while tackling issues such as racism, identity and inequality. By building the skills and capacity of young people who join the programme, this project will create a talent pool of young people who are better equipped and best placed to support each other while connecting young people to their peers to create a safe space to work together to tackle issues that affect them. The programme will include Mental Health First Aid training and other accredited training as part of the coordinated range of support available that will appeal to our most vulnerable young people.

### **Green and Environmental Recovery (£4.5m Sub Total)**

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

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

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

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

3.9 The overall budget envelope for these programmes is to be set at £17m, which is largely made up of non ring-fenced COVID-19 grants from central government that were not utilised in 2020/21 and available for re-designation. Some of the proposals (reducing health inequalities) have been deemed eligible for funding from the ring fenced Public Health grant. Therefore it is proposed to utilise existing Public Health reserves to fund these activities. Further work will be undertaken to assign funding allocations to themes and individual business cases as they are brought forward for consideration. Nevertheless, robust financial and governance controls will be put in place to ensure the £17m total budget is not exceeded, that expenditure plans are one off in nature to qualify as suitable to be funded from reserves and that appropriate frameworks are in place to govern individual projects so that intended outcomes are achieved.

3.10 Council set the revenue budget for 2021/22 to 2022/23 and the medium term capital programme at its meeting on 22 February 2021. As part of that report, funding the recovery from COVID-19 and further supporting the delivery of the refocused Borough Plan were a significant part of the budget agreed by Council.

3.11 At the time the budget was set in February 2021, and due to the unprecedented financial uncertainty, a range of growth and cost pressures were modelled to explore as many different scenarios of what could happen as is reasonably possible under the current circumstances. While the scenarios modelled are unique to each category of growth, including the assumptions that underpin those scenarios, the process of examining and evaluating possible impacts across different budgets is a key part of the decision making process. Overall, the range of possible outcomes was estimated at between £5m (best case) and £20m (worst case), and the working estimate was that £13m (central case) of additional growth would be required in 2021/22 to manage the impact of COVID-19.

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

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

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

#### **4.0 Financial Implications**

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

#### **5.0 Legal Implications**

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

#### **6.0 Equality Implications**

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

**Report sign off:**

***MINESH PATEL***  
Director of Finance