

 Brent NHS North West London	Brent Health and Wellbeing Board 12 January 2023
	Report from Director of Communities
Brent Borough Plan 2023-2027 Draft Version	

Wards Affected:	All
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt:	Open
No. of Appendices:	Two: Appendix A - Draft Brent Borough Plan 2023-2027 Appendix B – Draft Borough Plan outline and emerging consultation and engagement findings
Background Papers	Brent Borough Plan 2019 - 23
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1.0 Purpose of the Report

- 1.1 To present the draft Brent Borough Plan 2023-27 and share emerging findings from the associated consultation and engagement, ahead of finalising in February 2023.

2.0 Recommendations

- 2.1 To note and comment on the ambitions and detail within the draft Borough Plan 2023-27, including on the emerging findings outlined in Appendix B.

3.0 Draft Brent Borough Plan 2023-27

- 3.1 The Borough Plan 2019-23 outlines Brent Council's current strategic ambitions. It was updated and refocussed in 2020 to respond to the challenges, needs and events of global events - including the pandemic and the amplification of racial inequality. As we approach 2023 (the end of our previous strategy) and with a new administration in place, the council is in the process of updating its ambitions and priorities to best support the borough.

- 3.2. The draft Brent Borough Plan 2023-27 (see Appendix A) captures the council's achievements over the last four years and provides the context, narrative and strategic priorities for our new ambitions. The Borough Plan states our provisional commitments and desired outcomes for the next four years.
- 3.3. In April 2022, the council established a set of provisional ideas and identified areas for further exploration in order to shape and inform new strategic priorities. To help this process, the council undertook focus groups with specific stakeholders (see in Appendix A) in May 2022. This research intended to help us to understand the needs and priorities of groups and individuals with particular characteristics and life circumstances. The groups were asked to analyse and feedback on the following areas which, overall, were considered by the groups as relatable and important to drive the ambition of a better borough:
- Accessibility – Enabling people with disabilities to participate in all walks of life; access to information; people knowing their rights and entitlements.
 - Removing barriers – equity in all areas - Tackling inequalities, including health inequalities. This is about making life better for the most disadvantaged.
 - Active and connected residents – Support local community life; neighbourhoods; caring for our communities (through mutual aids and volunteering); working with and listening to our residents and provision of places for people to meet.
 - A decent standard of living underpinned by secure homes, jobs, and incomes – Affordable, quality and suitable homes; reducing homelessness; real jobs and real wages; employment support; inclusive growth.
 - A green and sustainable Brent – Improved accessible green spaces and places to exercise; responding to the climate and ecological emergency; keeping our streets clean. In relation to safety – reducing crime and anti-social behaviour.
 - Digital enablers – Upskilling residents; providing support and technology; using technology to support innovation (e.g. customer access; health interventions).
 - Leading anchor institutions across the borough - digital opportunities; social value and ethical procurement; leading local government workforce.
 - Community safety – A borough where residents feel safe; this includes safeguarding and addressing issues such as modern slavery.
- 3.4. Following the new administration being formed in May 2022, data that captures the needs and priorities for Brent (which will be presented in an evidence base alongside the final Borough Plan) and the findings from the initial engagement were then used as a foundation to establish key areas for improvement, focus and ambitions for the council's service areas.
- 3.5. However, this is only a draft. To ensure our priorities are right, resonate with communities and partners and are ambitious the council has been undertaking a series of engagement activities to capture people's and partners voice, priorities and perspectives.

4.0 Borough Plan public consultation and engagement - emerging findings

Engagement undertaken

- 4.1 Since 31 October, the council has been consulting and engaging with residents, partners, stakeholders and specific communities. The aim of this consultation phase, which will end on the 10 January 2023, is to:
- Share and amplify the new, proposed strategic ambitions
 - Provide information on the council's current pressures
 - Understand and align our ambitions with stakeholder, partner and resident priorities
- 4.2 We aim to engage and involve as many people as possible. To ensure this, we have undertaken thorough engagement activities across the following key groups: specific communities, stakeholders and partners, general public and internal staff. As outlined in the table below, the engagement has consisted of the following:
- Drop-in sessions and community events
 - A range of meetings and focus groups in each Brent Connect area
 - Information sessions at libraries and hubs
 - Online information sessions
 - Online survey/ feedback form
 - Multimedia campaign
 - CitizenLab
 - Focus groups with underrepresented groups
 - Meetings with partnership and stakeholder groups
- 4.3 To date, it is estimated that we have reached out to thousands of residents, communities and organisations and received around 900 responses through the online survey and the range of activities as outlined below:
- Survey responses: 411
 - Focus groups and workshops: 73
 - Drop-in sessions: 105
 - Partner events, forums and meetings (including Brent Multi-Faith Forum, VCS Question Time, sessions with schools, Local Democracy Week, ICP Board): approximately 350

Group Category	Engagement activity
Specific communities	<ul style="list-style-type: none"> • Drop in sessions at local libraries and community hubs • Focus groups and workshops in December • Social Media • Online survey
Stakeholders and Partners	<ul style="list-style-type: none"> • Engagement at specific meetings and forums • Online survey
General public	<ul style="list-style-type: none"> • Brent Connects • Website • Social Media • Online survey
Internal staff	<ul style="list-style-type: none"> • Internal and digital Platforms • All-staff session

Emerging consultation and engagement findings

- 4.4 At the time of writing this report the consultation is still live; however, having engaged with a range of residents, communities, partners and staff, we are at a stage where there are a clear set of emerging themes.
- 4.5 While these themes are not yet final, we are seeing alignment between the feedback and the ambitions outlined in the draft Borough Plan. The table provides a strong indication of what matters to people who live and work in Brent and suggest how the final borough plan can be updated to reflect this (also see Appendix B):

Draft Borough Plan priority	Emerging findings and themes
Prosperity, Pride and Belonging in Brent	Creating more jobs and developing skills. This means creating more and better paid local jobs. To complement local people should be supported to develop new and existing skills.
A Cleaner, Greener Future	<p>A greener Brent. Respondents call for better maintained parks and open spaces. This also includes having a visibly greener borough with more trees and greenery.</p> <p>Safety. This is characterised by the importance of feeling safe, particularly for women and young people. Aligned with this, responses referred to the need to reduce and prevent crime, focusing particularly on anti-social behaviour, violent crime and drugs.</p> <p>Vibrant communities. For respondents this means fostering greater cohesion and inclusion as we continue to harness diverse communities across Brent.</p>
Respect and Renewal in Brent	<p>A cleaner borough. This is characterised by improving air quality within Brent which can be achieved by reducing congestion. Additionally, respondents refer to having a visibly cleaner borough.</p> <p>Affordable Housing. This means creating more affordable and ‘better’ housing that is supported by accessible infrastructure (e.g. health services, community facilities, vibrant high streets).</p>
The Best Start in Life	Young People. This is characterised by ensuring more opportunities and work experience to support young people into employment, in addition to creating/re-establishing local youth activities.
A Healthier Brent	<p>Health and happiness. A significant number of responses aligned health and ‘happiness’. For respondents this means:</p> <ol style="list-style-type: none"> 1. Improving awareness and accessibility to mental health support 2. Reducing health inequalities in the borough 3. Having a proactive approach to help people achieve their health and wellbeing goals.

- 4.6 A comprehensive analysis and report that details the final set of themes and findings will be completed as part of the finalised Borough Plan.

5.0 Next steps

- 5.1 As part of the consultation and engagement the council is seeking feedback from the Health and Wellbeing Board on the draft ambitions, particularly in relation to the emerging feedback to date. This will contribute to the final Brent Borough Plan 2023 – 27.
- 5.2 The council will consolidate and present the final Borough Plan to Cabinet and then Full Council in February for it to be adopted.

6.0 Financial Implications

- 6.1 The draft Borough Plan highlights the existing financial context, such as the cost of living and post-pandemic recovery.
- 6.2. The Budget report will go to the same Full Council as the Borough Plan. The budget report will set out the overall financial position facing the Council next year highlighting significant risks, issues, and uncertainties. It will also sets out the draft budget proposals that will be consulted on for 2023/24 to deliver a balanced budget.
- 6.3. At the time of reporting, the working assumption is that £18 million worth of savings will need to be found to balance the budget for 2023/24.

7.0 Legal Implications

- 7.1 The Borough Plan is one of the council's policy framework documents. This means that once consultation has been completed the policy will be considered and agreed by Cabinet and then referred to full Council for final approval and adoption.

8.0 Equality Implications

- 8.1 The Council must, in the exercise of its functions, have due regard to the need to:
 - (a) eliminate discrimination, harassment and victimisation
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it, pursuant to s149 Equality Act 2010. This is known as the Public Sector Equality Duty.
- 8.2. 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.
- 8.3. 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

- 8.4. There will be equality implications, positive and negative, for many of the activities undertaken under the Borough Plan in the next four years.
- 8.5. All departments implementing changes, through policies or initiatives will complete an Equality Impact Analysis. These will be reviewed by the Equality Officer before submission. In addition, a full EIA will be completed for the Borough Plan in its entirety.
- 8.6. Responses from the public consultation on the plan will form a key of the evidence to support these.

Report sign off:

Lorna Hughes

Director of Communities, Brent Council