

	<b>Officer Key Decision</b>
	<b>Report to the Corporate Director, Communities and Regeneration</b>
	<b>Cabinet Member for Regeneration, Planning &amp; Growth and Cabinet Member for Children, Young People &amp; Schools</b>
<b>AUTHORITY TO TENDER CONTRACT FOR THE DELIVERY OF CHURCH END YOUTH ANCHOR (HORNBY COURT NW10)</b>	

<b>Wards Affected:</b>	Roundwood
<b>Key or Non-Key Decision:</b>	Key Decision
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>List of Appendices:</b>	None
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	Name: Grace Nelson Job Title: Town Centre Manager Email: <a href="mailto:grace.nelson2@brent.gov.uk">grace.nelson2@brent.gov.uk</a>

## 1.0 Executive Summary

- 1.1 This report seeks approval to invite tenders as required by Contract Standing orders 88 and 89 in respect of procurement of a third-party Operator for the operational management of Church End Youth Anchor within the Hornby Court NW10 site over a 10-year term, as well as delivery of services within the future secured space.

## 2.0 Recommendation(s)

That the Corporate Director, Communities and Regeneration:

- 2.1 Approves inviting tenders for procurement of an Operator for the operational management and delivery of services within Church End Youth Anchor on the basis of the pre - tender considerations set out in paragraph 4.12 of the report.
- 2.2 Approves Officers evaluating the tenders referred to in 2.1 above based on the evaluation criteria set out in paragraph 4.12 (vi) of the report.

## 3.0 Detail

*Contribution to Borough Plan Priorities & Strategic Context*

- 3.1 Strategic Priority 1 Prosperity and Stability in Brent:  
**Easing the Cost of Living Crisis:** The Youth Anchor will act as a community hub within Church Road high street, supporting young people and the local community to access tools and resources to help improve their lives. This includes facilitating access to development and well-being workshops as well as employment opportunities. The Youth Anchor has been developed to bring key stakeholder partners together in an area of perceived low community cohesion to support skills and the local entrepreneurial mindset by increasing the uptake in training initiatives.
- 3.2 Strategic Priority 3 Thriving Communities:  
**Enabling our communities:** The Youth Anchor will provide a space to bring the community together and support them in taking on a more active role in managing the space and the programme of activities. The aim is to secure a suitable operator with a good knowledge and understanding of the local area including its challenges and opportunities to ensure that the hub is aligned with local communities' needs and aspirations. Brent's diverse heritage culture will be celebrated and there will be an active programme of activities and services within the space throughout the duration of the Youth Anchor programme to ensure the hub is engaging with a range of different communities. Acting as a safe and creative space for youth expression, it further aims to support the reduction of local anti-social behaviour activities and fears around crime.
- 3.3 Strategic Priority 4 The Best Start in Life  
**Raised Aspirations, Achievement and Attainment:** The Youth Anchor is focused at bringing in 16 - 25 years old from the surrounding Black African, Caribbean and Somali communities. Its programme of skills development and activities will support young people to access employment opportunities developing a range of local leaders. In addition to this, a Youth Board will be set up and will ensure that young people will have an active role in managing and deciding how the space will be used throughout the duration of the project.
- 3.4 Strategic Priority 5 A Healthier Brent:  
**Tackling Health Inequalities/ Localised Services for Local Needs:** The programmes delivered within the space will have a strong focus on young people's mental wellbeing. Extensive research was carried out in the Summer 2022 and gathering the feedback from over 90 local young people strongly indicates the need for offering support and delivering activities that are dedicated to improving our young people's mental health.
- 3.5 This report follows on from the approved Church End Exemplar PCG paper, August 2021 which set out a number of high street recovery and placemaking initiatives with the aim of better supporting the local economy and meeting the needs of the local community, specifically young people. One of the main project outcomes in the paper is the delivery of a youth provision in Church End.
- 3.6 The Council in partnership with the Greater London Authority (GLA) is seeking to appoint an experienced Operator (i.e., service provider, workspace Operator, youth-led charity or a mix of all working in partnership) to deliver an innovative,

inclusive, safe, welcoming, inspiring & creative, financially self-sufficient youth hub provision in Church End over a 10-year period.

- 3.7 The main aims for the space are to support young people aged between 16 – 25 towards development & training, work experiences, employment opportunities & entrepreneurship pathways and to help diversify Church Road's high street offer by creating a space that is genuinely owned/used by all communities to socialise, gather, learn and collaborate. This meets one of Brent's main priorities which focuses on giving our young people "the best start in life" by providing them with a platform to tap into new opportunities which will help leverage their skills and talents.
- 3.8 The unit secured is located on the ground floor of Hornby Court development at High Road, London NW10 2AZ and is 450sqm GIA.
- 3.9 The total budget approved by the Council for economic development initiatives is £865,000 of which £713,000 is directed to the delivery of the Church End Youth Anchor programme in Hornby Court. This budget includes both services and capital works contract delivery.
- 3.10 The GLA is key partner in this project and is matchfunding the service delivery contract and capital fit out costs, with both organisations contributing £100,000 each towards the service delivery contract and a further £120,000 from the Council and £100,000 from the GLA towards the fit-out costs. These match funds are secured funds via the High Street Challenge Fund, awarded in March 2022. A grant agreement is in place with the GLA to spend the £100,000 revenue on delivery of services and £100,000 capital funds by 31<sup>st</sup> March 2024. **See section 6.1 for full breakdown of programme costs.**
- 3.11 Following award of the contract to the Operator which is envisaged to be on 1 April 2024 and the works are completed, the delivery of the Church End Youth Anchor project service is expected to launch in Autumn 2024.

#### **4.0 Background**

- 4.1 Further to the above, officers commissioned design and engagements consultants, Social Life and ZCD Architects in July 2022 to conduct an intensive scoping exercise to help determine a viable use of the Hornby Court space. The programme included undertaking further research, asset mapping of the area and engagement activities with young people through the process of co-design workshops as well as producing some high-level designs of the space.
- 4.2 96 young people were interviewed over a period of 1 month alongside three co-design workshops with young people, held within Hornby Court (the space) to collect their views on how the space could effectively function to meet their needs. The feedback showed that the youth offer should remain as the pivotal focus but the space should have a multi-purpose function to ensure that it continues to generate income throughout the 10 year lease term.

- 4.3 Since March 2022 officers have undertaken soft market testing, engaging with over 25 prospective Operators throughout the year through a combination of online workshops and in-person briefings within Hornby Court, keeping them up to date on the progress of securing the space and future ambitions.
- 4.4 The Council requires an Operator with demonstrable experience of asset management as well delivering youth programmes to ensure that they can effectively oversee and manage the operational delivery of services from within the site. It has been determined that the most appropriate means to manage the space and deliver a robust youth focussed programme is through the procurement of an Operator by way of a competitive tender process.
- 4.5 Officers intend to issue the Operator tender pack in October 2023 and will request a robust business plan to be submitted highlighting how the space is expected to be self-sufficient from Year 3 onwards. It will be clearly defined in the contract with the Operator that all payments will be paid quarterly in arrears upon the Operator successfully meeting defined KPIs set out by Brent Council and the GLA jointly. As the operating model will differ as between tenders, a full set of KPIs will be agreed with the Operator at the point of appointment. The KPIs will be clearly set out in the Operator's Specification.
- 4.6 The operator will need to demonstrate how they will deliver an innovative, inclusive, safe, welcoming, inspiring & creative, financially viable youth hub provision to support young people and their employment aspirations and create a model that can be replicated in other town centres, empowering communities to grow their operations and increase social value delivery.
- 4.7 In order to support a model which will become financially sustainable from year 3 onwards, the Council will be supporting the scheme's viability with the following:
- A. **£220,000 towards the fit out.** The Council and the GLA will contribute towards the fit out of the unit with £220,000 (£120,000 from the Council and £100,000 from the GLA).
- Please note that there is more than likely to be a funding gap in order to get the space fit for purpose.
- In light of this, the Operator is expected to fill the funding gap. The funding gap will be determined once the detailed design is undertaken with both the Operator and Works Contractor.
- The Operator is expected to provide details on how they will progress with the refurbishment of the unit and list any contractors/design agencies they would like to work with to deliver a fully fitted out space.
- Council and GLA funds will be expected to go towards the basic fit out of the unit (including Mechanical & Electric and furnishings necessary for the operation of the space). Officers also expect opportunities for young people to be involved in the detailed design process with a role of helping to elect the furniture for the space (within budget parameters).

B. **£346,250 towards the rent.** The Council will contribute a maximum of £346,250 of funding support towards the rent only over the 10-year period with an additional £20,000 towards the refundable rent deposit (this equates to £366,250 in total). The total rent for the 10-year period is £712,500. 50% will be available to spend between years 1-5 (£173,125) with the £20,000 rent deposit in addition to this sum upon securing the lease, and the remaining 50% (£173,125) will be available to spend between years 5-10.

The Operator is expected to cover a minimum of £183,125 in each of the 5-year rent period over the 10-year lease term. This adds up to a minimum of £366,250 in total across the full 10-year lease term.

C. **£200,000 towards activities for the first 2 years.** The Council and the GLA will be allocating up to £200,000 (£100,000 each) throughout years 1-2 only to support the Operator in delivering dedicated services activities over their sublease period to help animate and activate the space.

D. **Up to £60,000 towards dedicated business support for the first 2 years.** Part of the market engagement activities with prospective Operators highlighted the need for dedicated support to assist the appointed Operator to secure additional funding for the space as well as to support the day-to-day management challenges.

Therefore, the Council will contribute up to £60,000 for the Operator to use towards any agreed activities with the Council that will support the financial sustainability of the space from year 3 onwards, for example, this could go towards delivering additional services in the space or towards a consultant to support them in raising additional funds to support future activities.

- 4.8 The Economic Development team has undertaken soft market testing with potential operators regarding the requirement for the Operator to meet the funding gap. Four operators consulted, confirmed in June 2023 that they understand there is a substantial funding gap that would need to be made up by the selected Operator, and that the funding gap would not prevent them from submitting a bid.
- 4.9 After the Council's involvement (post 10-year period), the onus is on the Operator directly to negotiate the continuation of occupancy directly with the landlord.
- 4.10 It is important to note that this project will be monitored quarterly by the Council throughout the sublease term.
- 4.11 The aim is for the space to become financially sustainable from year 3 onwards and continue its operations until year 10. If by the **end of year 3** there are concerns about the ability of the project to become self-sufficient and continue up until year 10, a set of events will be triggered, for example the main trigger event is if additional funding cannot be secured by the Operator to support

ongoing activities within the space. This may lead to selecting another Operator to take the lease of the space when the 5-year break clause can be exercised. However, as Officers want to ensure the success of this project with the appointed Operator, Officers will work closely with them to minimise the chances of such events taking place.

4.12 In accordance with Contract Standing Orders 88 and 89, pre-tender considerations have been set out below for the approval of the Corporate Director, Regeneration and Communities.

<b>Ref.</b>	<b>Requirement</b>	<b>Response</b>
(i)	The nature of the service.	Procurement of an Operator to manage and deliver services within the Church End Youth Anchor (Hornby Court NW10 – the space).
(ii)	The estimated value.	£646,250 Please see Financial Considerations at Section 6 for a breakdown.
(iii)	The contract term.	The contract term will be for no more than 10 years.
(iv)	The tender procedure to be adopted.	<p>A variation of the competitive procedure with negotiation will be used for this requirement.</p> <p>The ground that is relevant to the procurement of the requirement is that:</p> <ul style="list-style-type: none"> <li>• “the contract cannot be awarded without prior negotiation because of the nature of the requirement, the complexity of its legal and financial make-up for because of its risks”.</li> </ul> <p>The envisaged key areas for negotiation where these grounds are applicable currently comprise: the bidder’s solution for the provision of the youth hub including activities, premises, design and fit out options, rent options, refinement of the business development plan for events arrangements and future income generation, training opportunities, access to the hub for the community, opening hours of the hub and the programme of activities.</p> <p>In each key area, negotiation with suppliers may be required in order to achieve an overall position that best meets the Council’s requirements and is affordable based on the Council’s budgets.</p> <p>The Council will reserve the right in the tender documentation to not require the negotiation stage and award the contract following receipts of the Initial Invitation to Tender.</p>

Ref.	Requirement	Response	
v)	The procurement timetable.	<b>Indicative dates are:</b>	
		Adverts placed on FTS and Contracts Finder	06/10/2023
		Publish Initial Invitation to Tender stage	06/10/2023
		Deadline for Initial Invitation to Tender	06/11/2023
		Letters to successful bidder(s) / Issue invitation to Participate in Negotiation (if required)	01/12/2023
		Issue Invitation to Submit Final Tenders (ISFT)	02/02/2023
		Deadline to Submit Final Tenders (ISFT)	16/02/2024
		Evaluation and moderation of Final Tenders	01/03/2024
		Report recommending Contract award circulated internally for comment	By 08/03/2024
		Corporate Director / Director approval	By 14/03/2024
		10 calendar day standstill period and notification issued to all tenderers and additional debriefing of unsuccessful tenderers	15/03/2024 – 26/03/2024
		Contract start date	01/04/2024
(vi)	The evaluation criteria and process.	<ol style="list-style-type: none"> <li>1. Initial Tenders shall be invited by way of a public notice published on Contracts Finder, Find a Tender Service and the London Tenders Portal.</li> <li>2. At Selection Questionnaire stage, shortlists are to be drawn up in accordance with the Council's Contract Procurement and Management Guidelines by the use of a selection questionnaire to identify organisations meeting the Council's financial standing, technical capacity and expertise, and previous experience.</li> <li>3. The panel will evaluate the tenders against the following criteria:</li> </ol>	

Ref.	Requirement	Response															
		<table border="1"> <thead> <tr> <th>No.</th> <th>Criteria</th> <th>Weighting</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>Quality</td> <td>60%</td> </tr> <tr> <td>2</td> <td>Price</td> <td>30%</td> </tr> <tr> <td>3.</td> <td>Social value</td> <td>10%</td> </tr> <tr> <td></td> <td><b>Total</b></td> <td><b>100%</b></td> </tr> </tbody> </table>	No.	Criteria	Weighting	1.	Quality	60%	2	Price	30%	3.	Social value	10%		<b>Total</b>	<b>100%</b>
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(vii)	Any business risks associated with entering the contract.	<p>The following business risks are considered to be associated with entering into the proposed contract: development, construction and financial risk.</p> <p>Financial Services and Legal Services have been consulted concerning this contract and have identified the risks associated with entering into this contract set out sections 6 and 7 of the report.</p>															
(viii)	The Council's Best Value duties.	The procurement of this contract will assist the council in achieving best value.															
(ix)	Consideration of Public Services (Social Value) Act 2012	10% of weighting has been allocated to Social Value.															
(x)	Any staffing implications, including TUPE and pensions.	No TUPE implications See section 11 below.															
(xi)	The relevant financial, legal and other considerations.	See sections 6 and 7 below.															
(xii)	Sustainability	As a minimum, this contract will comply with all relevant environmental and social legislation, procurement regulations, industry guidance, codes of practice and voluntary agreements (together referred to as "Minimum Requirements").															
(xiii)	Key Performance Indicators / Outcomes	Appropriate Key Performance Indicators / Outcomes will be included in the contract.															
(xiv)	London Living Wage	The Contract will require the payment of the London Living Wage.															
(xv)	Contract Management	A contract manager will be appointed and appropriate contract management provisions will be included in the contract.															



4.13 The Corporate Director is asked to give its approval to these proposals as set out in the recommendations and in accordance with Standing Order 89.

## 5.0 Stakeholder and ward member consultation and engagement

5.1 Cabinet Members, the Cabinet Member for Regeneration, Planning & Growth and the Cabinet Member for Children, Young People & Schools have been briefed on delivery of the project.

5.2 The GLA receives regular monthly briefings on the project.

5.3 Engagement events have been held with local young people through a process of co-design as well as street in depth interviews, residents and key stakeholders within the Church End locality, Ward Members and other Council departments, to inform them about the programme and its deliverables.

## 6.0 Financial Considerations

6.1 The contract value is broken down into various elements as detailed in the table below. This is being funded out of a total £713k allocated to the Youth Hub project. It is affordable within the existing budget. £200k of match funding from the GLA has also been awarded which must be spent by 31st March 2024.

Please see the below table for cost breakdown split:

Brent (KSP-R&E-009a)	£713,000
GLA High Street Challenge Fund	£200,000
<b>Total funding secured</b>	<b>£913,000</b>

<b>Funding already committed</b>	
Research and Design RIBA Stage 1	£32,680
Internal surveys	£9,495
Sub-total	£42,175

<b>Funding yet to be spent</b>	
Maximum Rent contribution	£346,250
Rent Deposit (refundable at the end of the 10 year term)	£20,000
Design (RIBA 2-6) + Refurb (Brent+GLA)	£220,000
Activities (Brent+GLA)	£200,000
Business Support (Brent)	£60,000
Sub-total	£846,250

<b>Total project cost</b>	<b>£888,425</b>
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Contingency

£24,575

- 6.2 The total £200k of funding for the service delivery element covers years one and two of this ten year project only after which time the operator is expected to be self funding. Should this not happen then Brent is liable for the cost of operating the Hub until the break clause is triggered at year 5.
- 6.3 The risk that the operator fails or will not be self-funding by year three will be mitigated as follows:
- Finance will carry out a viability assessment of the preferred operator.
  - Payments will be made in arrears on a quarterly basis once performance outputs have been successfully met, unless otherwise agreed in advance.
  - There will be ongoing business support provided by Brent for the life of the project which will include monitoring operator performance. £60k has been allocated from the existing project budget for this support. This £60k can also be used to fund activities if not required for business support.
  - There is a requirement for applicants to submit a business plan setting out assumptions and projections being made to generate income as part of the tender which will be assessed by a panel of Council and GLA representatives.
  - Should the operator fail mid contract, the Council would have to consider the options for re-procurement. This lease will be accounted for as a finance lease in line with IFRS 16 requirements. An implication of IFRS 16 is the profile in which expenditure is recorded. Net expenditure of the lease is higher in the early years and decreases as the lease approaches termination. The expenditure profile can be found in the table below. The accounting treatment does not affect the total cost of the project, however there is a requirement to recognise capital expenditure within revenue budgets in the form of depreciation.
  - The table below shows the profile of net expenditure across the life of the lease. This includes the following:
    - Rent payable by Brent, less the rent payable to Brent directly by the Operator
    - Deposit recorded in year 1
    - GLA contribution to fit out costs in year 1
    - Business support, if taken up, recorded in years 1 and 2
    - Activity costs in years 1 and 2, included net of the contribution from the GLA.
    - This calculation assumes that the contributions from both Brent and the operator will follow the same profile, and that profile is evenly distributed across the life of the lease.

<b>Year</b>	<b>Net Expenditure</b>
Year 1	£69,922.67
Year 2	£147,618.96
Year 3	£64,903.27
Year 4	£62,029.80

Year 5	£58,989.38
Year 6	£55,772.31
Year 7	£52,368.33
Year 8	£48,766.57
Year 9	£44,955.56
Year 10	£40,923.17
<b>Total</b>	<b>£646,250</b>

## **7.0 Legal Considerations**

- 7.1 The estimated total value of the procurement, as detailed in Section 4 exceeds the current threshold for services set by the Public Contracts Regulations 2015 (the “PCR 2015”). The type of services to be procured falls within Schedule 3 of the Public Contract Regulations 2015. The procurement is therefore governed by the PCR 2015 and the Council must comply with the requirements prescribed by the PCR 2015 in tendering the contract. A variation of the Competitive Procedure with Negotiation tender process (Regulation 29 of the PCR 2015) will be used as set out in 7.12iv below.
- 7.2 Based on the value of the contract, it is deemed a Medium Value Contract under the council’s Contract Standing Orders (CSO) and for such contracts, CSO provides that tenders should be invited in accordance with CSO 89, CSO 95 (a) and CSO 95 (b).
- 7.3 For Medium Value Contracts, the Corporate Director must approve the pre-tender considerations set out in paragraph 3.18 above (Standing Order 89) and the inviting of tenders (Standing Order 88).
- 7.4 Once the tendering process is undertaken, Officers will report back to the Corporate Director in accordance with Contract Standing Orders, explaining the process undertaken in tendering the contracts and recommending award.
- 7.5 As this procurement is subject to the full application of the PCR 2015, the Council must observe the requirements of the mandatory minimum 10 calendar standstill period imposed by the PCR 2015 before the contract can be awarded. The requirements include notifying all tenderers in writing of the Council’s decision to award and providing additional debrief information to unsuccessful tenderers on receipt of a written request. The standstill period provides unsuccessful tenderers with an opportunity to challenge the Council’s award decision if such challenge is justifiable. However, if no challenge or successful challenge is brought during the period, at the end of the standstill period the Council can issue a letter of acceptance to the successful tenderer and the contract may commence.

## **8.0 Lease Arrangement**

- 8.1 This report recommends that the Council enters into a new underlease with the landlord for a term of 10 years at an annual rent of £75,000 subject to review after five years.

- 8.2 Constitution: Under paragraphs 11.1 to 11.3 of Part 3 of the Constitution the Corporate Director, Finance and Resources (and by virtue of paragraph 9.7 on page 34 of the Constitution the Operational Director of Property and Assets) has delegated authority to acquire or dispose of land and buildings and to agree new leases, licences, and easements providing:
- 8.2.1 The annual rental value (excluding other outgoings) does not exceed £250k; or
  - 8.2.2 If acquired or disposed of at a premium the value would not exceed £1m in value; or
  - 8.2.3 The term does not exceed 125 years.
- 8.3 Paragraph 11.2 of Part 3: As regards agreeing new leases, under this paragraph, the Corporate Director, Finance and Resources (the “Director”) has authority to agree new leases within the following thresholds:
- 8.3.1 The annual rental value (excluding other outgoings) does not exceed £250k
  - 8.3.2 If acquired or disposed of at a premium the value would not exceed £1m in value; or
  - 8.3.3 The leasehold term does not exceed 125 years
- 8.4 Paragraph 11.3 of Part 3: This requires the Director to consult with the Lead Member in respect of any disposals or acquisitions where the value or term of the lease (as determined by the Director):
- 8.4.1 Has a value of more than £250k but below £1m; or
  - 8.4.2 Where any leasehold interest has an annual value over £100k or below £250k; or
  - 8.4.3 Where the lease length is between 50 and 125 years
- 8.5 Providing the proposed new lease to the appointed Operator does not exceed the above mentioned thresholds it is within the scope of the delegated authority given to the Corporate Director, Finance and Resources and Director of Property and Assets under the Constitution and may be authorised by either one of them.
- 8.6 Paragraph 11.4 of Part 3 of the Constitution stipulates that the Director of Finance must be notified within three months of a transaction where delegated authority is relied on, and it will be necessary to comply with this requirement.
- 8.7 Paragraph 11.6 of Part 3 of the Constitution stipulates that the Corporate Director, Finance and Resources may not sell or grant any lease or easement, licence or otherwise dispose of any land or buildings unless the consideration received as confirmed by them is the best that can reasonably be obtained, whether or not the grant, sale or disposal is covered by a general or specific consent from the relevant Secretary of State.

8.8 There is a break right in favour of the council on the fifth anniversary of the date of the underlease by giving the landlord six months prior written notice or at any time after the fifth anniversary of the date of the underlease.

## **9.0 Equality, Diversity & Inclusion (EDI) Considerations**

9.1 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.

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

9.3 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.

9.4 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.

9.5 The Church End Youth Anchor programme is viewed as having positive impacts on groups with the protected characteristics of age, sex, race and disability. Provision of an affordable youth provision and workspace offer for businesses and employment has the potential to advance equality of opportunity for groups disproportionately affected by unemployment and economic inactivity. The space will also be accessible to all and include wheelchair access accommodating people with physical difficulties.

9.6 The programme proposal is viewed to have neutral impacts on the other protected characteristics, sexual orientation, gender reassignment, religion or belief, pregnancy or maternity and marriage.

9.7 Regard to all protected characteristics will follow through to the next stages of delivery.

## **10.0 Climate Change and Environmental Considerations**

10.1 Brent Climate & Ecological Emergency Strategy 2021-2030 outlines the need to support a local circular economy. The Youth Anchor aims to explore opportunities to promote repair/re-use materials as well as to use recycled materials and address local waste issues i.e., food for community activities.

## **11.0 Human Resources/Property Considerations**

11.1 This is a new service and is currently not being provided by an external contractor and there are no implications for Council staff arising from tendering the contract.

11.2 The property is currently in a shell and core condition to be fit out by the Council for the purpose of use. The property has a glass shop front with paved front. Internally the property requires full fit out including the re-instatement of the water supply. Structurally the property is sound. A Schedule of Condition Report for the unit has been issued which highlights all the property implications to be considered by the future Operator. This report will be included in the Operator Tender Pack.

## **12.0 Communication Considerations**

12.1 Once the operator is appointed a communications and engagement strategy will be developed to ensure the Youth Anchor is connected to local networks and organisations as well as to ensure the programme of activities and the design of the space has active input from the local community.

**Report sign off:**

**Zahur Khan**

Corporate Director of Communities and  
Regeneration