

APPENDIX 1 – UPDATES FROM LEADER AND CABINET

1. Leaders Introduction – Councillor Muhammed Butt

- 1.1 This is a welcome if peculiar return to in-person meetings for this council's principal committee.
- 1.2 Though far from free of the pandemic this borough is, for the moment, faring relatively well. With Wembley playing host to both the Euros and the government's experiment with increasing crowds at live events, it is somewhat of a relief to see our local daily caseload (55) hovering at less than one twelfth of their December peak (726) – for context, London's total daily rate (2,598) is around one seventh of that same December peak (19,861). Better news still is that having been through so much trauma and tragedy these past 18 months, current hospitalisation and mortality rates remain mercifully low.
- 1.3 Whilst there are undoubtedly a number of contributing factors to this silver lining, it does seem to be becoming clearer by the day that vaccinations are breaking the links between infection, transmission, severe illness, and death. Here in Brent, at the time of writing, 196,368 people have received their first dose, with 131,799 also having had their second. That is a tremendous effort on the part of everyone involved, from the scientists responsible for the medical breakthroughs, to the volunteers guiding people to their jabs. For those still waiting for the opportunity or apprehensive about what's involved, do please seek expert advice as soon as possible from a reputable source such as www.brent.gov.uk/vaccine. The vaccines are safe, they work, and they are by far the best way of protecting yourself and your loved ones from the worst aspects of this awful disease.
- 1.4 Though cause for optimism in public health terms, Covid-19 is still having a detrimental impact on our local economy. Between furlough, the self-employed, and unemployment, more than 80,000 residents have found themselves under a pandemic-related financial pressure. With government insisting on bringing the furlough scheme to an end and set on cutting Universal Credit, many of Brent's households are at very real risk of imminent hardship. Clearly, with half the borough's workforce in such an unenviable position, this council cannot and will not stand idly by.
- 1.5 Throughout the crisis, we have done as much as conceivably possible under very difficult circumstances to help and support everyone in need. As time has gone on our capacity for providing such support has increased no least in our ability to provide millions of pounds in direct cash grants to residents and businesses alike. We now stand ready once again to provide local people and local enterprise with a range of financial stimulus and active support. As a subsequent report on this agenda sets out, thanks to our prudent management of this council's finances over the past decade, we are now able to safely utilise reserves that were accrued for such a moment as this, where the costs of inaction are unthinkable and no alternative exists.

- 1.6 In closing, I would like to note the very welcome addition of Councillor Gwen Grahl, who won the recent Brondesbury Park by-election in a resounding, trend-bucking victory. Councillor Grahl ran an impressive campaign and, as is clear in her majority, gave her residents every reason to believe that she, as this borough's newest Labour representative, was and is committed to dramatically improving the quality of life and life chances for everyone in Brent.

2. Deputy Leader – Councillor Margaret McLennan

2.1 Finance

2.1.1 The process of budget-setting for 2022/23 commences this month with the publication of three key financial reports:

- 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 (MTFS) - 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.

2.1.2 The MTFS is the principle report that sets out the:

- Risks and uncertainties that already existed prior to COVID-19 and the new risks that must now be addressed. It also sets out the proposed budget setting strategy for 2022/23, which is the Council's minimum legal duty in respect of local authority budget setting, and beyond in order to maximise the period of consultation with residents, businesses and other key stakeholders.
- Outlines how the MTFS aims to provide a framework to invest broader ambitions and long term priorities such as the Borough Plan, the recovery from COVID-19 and other future steps to ensure the Council continues to operate in a financially sustainable and resilient way.
- Sets out the medium term risks and uncertainties to the current budget assumptions contained within the MTFS.

2.1.3 Fair Funding Review/Spending Review - It is unlikely there will be capacity to implement the complexities of the FFR this year, but MHCLG have stated that they will look for a two or three year 'Settlement' that will allow budget-setting certainties for all authorities that they have not had with rolled-forward yearly spending reviews.

2.2 ICT/Digital Transformation

2.2.1 The Brent Technology Roadmap Capital Investment was approved at Cabinet on the 14th June. It is a 5 year Capital Investment programme and Technology Roadmap, covering the 2020-2025 period, for Brent's portion for the Shared Technology service of Brent, Lewisham and Southwark Councils.

2.2.2 The investment will provide a secure, stable and resilient IT infrastructure for the Council.

2.2.3 Five key categories make up the IT roadmap:

- Datacentre Improvements
- Campus networking improvements
- End user modernisation
- Cyber protection
- Service improvements

2.3 Customer Services: Customer Access (Housing Customer Services, Customer Service, Contact Centre and Benefits)

- 2.3.1 The hours continue to be operational Monday – Friday between 10- 2pm. CSC staff continue to deal with vulnerable customers and where necessary, will take details for Digital Assistants to call customers, to assist them in completing Housing Benefit and Housing Application over the phone.
- 2.3.2 CSC staff are working on the Corporate Contact Centre on Council tax, Benefits and switchboard and still remain deployed on Covid Test line, Covid Support line and the Test and Trace service; working in and this outside of the CSC operating times.
- 2.3.3 The Customer Contact Centre continues to manage the appointments for the three local testing sites and calls regarding LFT tests.

2.4 Registration and Nationality

- 2.4.1 The Marriage Schedule System was introduced on 4th May 2021. Marriage registers have now ceased and A4 Marriage Schedules are signed as notification that a marriage has taken place. Residents will need to be educated on what this means to them. Since the introduction the RON software has been unstable and the system breakdown has cause time delays to customers and staff.
- 2.4.2 Clergy and Ministers from religious venues across Brent have been returning their registers each Thursday. In Brent there are 85 religious venues to get registers from and stock back from so a major programme of action for the service.

2.5 Community Hubs

- 2.5.1 The Hubs are continuing with a phased re-opening plan. Some plans have had to be changed to align with library re-opening dates. Work is also underway on developing the hub offer for the Civic Centre.
- 2.5.2 The new hub space in South Kilburn is being fitted out with technology by the Shared Technology Service (STS, Brent, Lewisham and Southwark). Once this is complete a phased transfer from the existing space will begin.
- 2.5.3 The current face to face opening arrangements are as follows:
- Monday - Wembley Hub, Ealing Road Library - 10am-2pm
 - Tuesday - Willesden Hub, Willesden Green Library - 10am-2pm

- Wednesday – Harlesden Hub, Harlesden Library - 10am-2pm
- Wednesday – (Outreach) Trussel Trust food bank, Kingsbury - 1pm-3pm
- Thursday – Kilburn Hub, William Dunbar House, 10am-12pm
- Thursday – (Outreach) St Laurence's Larder food bank - 10.30am-12.30pm

2.6 Human Resources

- 2.6.1 To meet the needs of organisational practice post pandemic and current COVID legislation; an updated Flexible Working Policy is being discussed across the organisation that will ratify current hybrid working practice. It is a model that will be used widely across Local Government.

3. Public Health, Culture and Leisure – Councillor Neil Nerva

3.1 Covid 19 Vaccination

- 3.1.1 Brent Council is working with local NHS partners to support the vaccination offer to all residents 18 and over can be vaccinated against COVID-19
- 3.1.2 In Brent vaccinations is carried out the mass vaccination centre in Wembley – Olympic Way , pop up clinics and the touring vaccine bus
- 3.1.3 Brent Council has a communication programme to residents overcome vaccine hesitancy.
- 3.1.4 It is important to remember that residents who do not have GP , including residents who may not be in the country with permission of the authorities, can use pop up clinics and vaccine bus
- 3.1.5 I would like to thank staff across the local NHS and Brent Council for working hard to ensure that vaccination reaches all adults living in Brent
- 3.1.6 In addition, special thanks to volunteers at the vaccine centres – you are key to the vaccination programme.
- 3.1.7 Up to date information about Covid vaccination programme can be found at

<https://www.brent.gov.uk/your-community/coronavirus/vaccine/>

3.2 Brent Health Matters

- 3.2.1 I am pleased to report to Brent Health Matters now working across the whole of Brent
- 3.2.2 Across Brent there are now
- 7 Community Connectors
 - 12 Health Educators
 - 27 Community Health Champions
- 3.2.3 In addition, all of the £250,000 Community Grant Fund has been allocated.
- 3.2.4 The Community Connectors have delivered a number of collaborative initiatives including the following examples:
- An emotional health and wellbeing session was delivered to the Jason Roberts Foundation with Councillor Ketan Sheth in mid-May.
 - Between March and April Faith in Mental Health workshops were held with Brent Multi Faith Forum. Faith leaders want to access further training including MH First Aid training. The project aims to build stronger relationships and collaboratively create a toolkit that will support faith leads with knowledge and skills to support their congregants who present with mental health and wellbeing needs more effectively in the future. The

project also aims to create a partnership between the Forum and MH Provider leads to learn from each other, and the development of MH friendly places of worship. An evaluation of the project is being drafted and will be shared in due course.

- A leaflet on Ramadan, health and Covid-19 information developed with Faith Leads and shared widely including at Vaccine bus sites.
- Podcast was recorded by youth leads in collaboration with Good Thinking to support young people's emotional health and wellbeing needs.
- MH and wellbeing training programmes developed for Health Educators, Community Champions and developing a longer term offer to other community groups and the public.
- In partnership with Helpforce worked to co-produce (with the community) a MH and Wellbeing survey in Alperton and Church End – and shared the results with the community, looking at what can be put in place as a community asset to reduce need for statutory care.
- Recently developed a diabetes focused health education initiative with Willesden Mosque

3.2.5 This report from the Brent Health Matters Health and Wellbeing workstream provides an insight into work to directly address health inequalities and access to service issues.

3.2.6 2,300 patients across 10 GP practices located in Church End and Alperton have been provided an initial Health and Wellbeing assessment Following initial assessment, the team have provided a number of interventions for these patients including blood tests, flu vaccinations, asthma control tests as well as providing bespoke health promotion and education on key messages tailored for patient needs. In addition to this, many patients have been signposted or referred to other health and social care services where relevant.

- 323 patients have been given flu vaccination.
- 865 comprehensive health assessments completed.
- 187 patients had blood, BP checked for LTC management
- 685 patient care plans updated
- 560 patients have received bespoke health education

3.2.7 The team have also supported the Covid vaccination programme, in terms of myth busting and working towards improving uptake of the Covid vaccinations through telephone discussions with reluctant patients.

- 1,965 patients called
- 153 vaccinations booked

3.2.8 The team provide the Patient Advice Line where patients can ring regarding any non-clinical queries related to their health or social care. Call volumes have risen, with a refocus on providing COVID vaccination information and booking vaccination appointments.

- 545 calls received
- 194 vaccinations booked
- 351 individuals supported with general health and Covid queries

3.2.9 Recently the service began providing the clinical team to support vaccination activities on the vaccination bus.

3.2.10 For further information go to <https://www.brent.gov.uk/your-community/brent-health-matters/>

3.3 Brent Summer on Your Doorstep

3.3.1 Brent is ready to support residents having a summer staycation

3.3.2 I am pleased to announce the Brent Summer on Your Doorstep programme

- Over 27 cultural events (Music, exhibitions, dance, cinema, theatre)
- Over 20 separate events in libraries (Zoo Lab, Maths on Toast, Crafting, storytelling)
- Free swimming during the holidays for children and young people at Willesden and Vale Farm
- 20 Outdoor Gyms with 18 instructor led sessions per week
- 7 walks per week
- 8 Our Parks exercise sessions
- Working with Wembley Park who also have a great Summer Offer, The Kiln Theatre, The Lexi, and other organisations / community groups in Brent.

3.3.3 Linked to Brent Summer on Your Doorstep is Brent Holiday Activities and Food (HAF) Programme

- Over 50 organisations applied to run a holiday programme.
- Places for over half the number of children on Free School Meals (approximately 4,000 children and young people)
- Huge variety of activities including sports, craft, food education, music, water sports at The Welsh Harp, costume making and gardening.
- Activities will take place at schools, sports centres, parks, community buildings such as Bridgestone (Jason Roberts Foundation) and Sufra

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4. Environment – Councillor Krupa Sheth

4.1 Key areas of activity include:

- Brent Community Skips have started. 30th June, being the first of an initial 21 events.
- Brent Connect Area Environment meetings - Two of these have been conducted and all councillors should be aware of the dates of these meetings going forward.
- Enforcement teams from Environmental Enforcement & Regulatory Services have been helping police the Euros with respect to breaches of legislation and the PSPO.
- We have completed planting 320 new street trees in deprived wards over 2 years, funded by DEFRA, GLA and LB Brent Planning.
- Street lighting reliability continues at over 99.5%.
- All parking enforcement services are now operating at full capacity, following the re-opening of the retail and hospitality sectors.
- Intensive enforcement activity during Euro tournament match days has led to the issuance of over 600 PCNs per event, deterring many other potential instances of illegal parking.
- A consultancy has been appointed to commence the visioning work at Welsh Harp, in partnership with the C&RT, Barnet Council, London Wildlife Trust and the GLA. A programme of community consultation is in the process of being developed and will be shared with ward councillors when available.
- The final stages of a brand new outdoor gym are underway in King Edward VII park, Wembley.
- 10 new dog bag stations have been installed across our parks, to positive support from the community and we are seeking to install a further 10 shortly at other locations.
- Partnership work continues to keep the car park at Gladstone Park locked every night to prevent anti-social behaviour from disturbing local residents. A long term plan is currently being drafted by the Parks Service.
- The brand new cricket nets are now open in One Tree Hill and feedback from the local community is positive.
- The Green Infrastructure Vision for the council is almost fully developed, with a multi service approach to initiatives being included in a short term action plan, which will showcase the great work being done across the council to make Brent greener, from air quality to rain gardens and mapping of existing green infrastructure.
- Veolia have flagged up a national driver shortage. Services are not currently impacted, but the situation is being monitored and mitigating measures are being put in place.
- Cleansing around Wembley stadium on Euro event days is progressing well. The increase to 40,000 capacity has not caused any contractor cleansing issues.

- The SEN transport service has coped well with the many requested changes due to lockdowns and individual school requests. A small number of passengers are still using specific transition arrangements to reintroduce the passenger to school after a year of disruption.
- Bridge Road – The new connector road was opened on Friday 11th June ahead of the Euro tournament. Initially as a T junction with signalisation later in the Summer.
- Footway Investment update – The programme for residential streets will be completed in August when 107 footways will have benefited from planned maintenance. A further eight footways will have received comprehensive reactive maintenance (Mapesbury, Barnhill wards). Maintenance to six secondary shopping parades are currently being programmed with an envisaged start date in August.
- HVM around Wembley – The hostile vehicle mitigation works are currently suspended until after the Euros. Eight of the twelve locations were completed prior to the event and have been in operation. The contractor will return after the Euros to complete the remaining four sites, located on Engineers Way, South Way and Fulton Road.
- Euros – Traffic Management has worked extremely well for the Euro matches to date. Attendance will increase for the semi final and final.
- Our Procurement Sustainability Policy has been completed and is now live both internally and externally .
- We received a £700k funding award from DEFRA to make Willesden a designated Clean Air Village
- The first ever cargo bike trial has been held in Harlesden – Sparks
- Further cargo bike trials are planned in Harlesden: Crazy Baker and Harlesden Mutual Aid
- Solar Together Scheme – 742 new registrations have been received for solar panels in the borough, 57 applicants at this stage have accepted and are going ahead with installation
- Decarbonising our own estate – the Council has successful bid for £3.2m of funding from the Public Sector Decarbonisation Fund to improve the energy efficiency of 16 Brent Council buildings, with an additional £500k top up from the council's strategic priorities fund for LED lighting upgrades as part of this work.

4.2 Key activities in terms of community engagement include:

- The first meeting of the School Climate Champions Network – 8 schools attended, and we are arranging to speak to schools 'clusters' to further our reach and get more schools to attend the next meeting in late June
- The Carbon Offset Fund Planning Group is now meeting regularly. This involves 30 or so residents who are active and provide an accurate demographic representation of the borough. The Planning Group heard from a variety of experts about energy efficiency and are approaching making key decisions about the allocation criteria
- 130 community sign-ons for the first climate emergency webinar – How Travel is changing to beat climate change, Further webinars are to be organised – the

focus of next one will be on Food and its impact on climate change - (food waste and meat-eating)

- Brent Environmental Network now has 392 members – we continue to send them a monthly newsletter full of community highlights and sustainability tips, along with specific alerts of events etc
- We set up stalls on Climate Action Week (week of 26th June) to talk about what Brent is doing to tackle climate emergency and raise awareness.
- Developing engagement plans in run up to COP and developing a new digital presence.

5. Regeneration, Property and Planning – Councillor Shama Tatler

5.1 FM Services

5.1.1 From the 1st July we are proud to welcome back 120 members of FM staff (cleaners, security, porters) back in-house to the council. It is great to have these valued staff in the Brent Family and we look forward to working with them on our estate.

5.2 Neasden Station Growth Area Draft Masterplan

5.2.1 Brent Council is asking for residents' views on how the future development of the area around Neasden Underground Station might look.

5.2.2 Part of this exciting vision will include 2,000 new and affordable homes, new job opportunities for local people, improved and integrated cycling routes and new and better open spaces.

5.2.3 We want residents to have their say on the draft Masterplan Supplementary Planning Document (SPD), which will help guide and influence the development of Neasden Station Growth Area (NSGA). This includes land around Neasden Underground Station that the Council has designated for development in its draft Local Plan.

For more details visit - <https://www.brent.gov.uk/your-community/regeneration/growth-areas/neasden-stations-growth-area/get-involved/>

5.3 Local Plan Note - Consultation on Proposed Modifications 8th July – 19th August 2021

5.3.1 The proposed modifications to the draft Local Plan are required by the Inspectors undertaking the examination. This is to ensure that the plan is sound and legally compliant and can be adopted by the Council.

5.3.2 The modifications follow the examination hearings sessions between 29th September and 16th October 2021 and associated actions required of the Council. The consultation only relates to modifications. Other parts of the draft Plan that are not changing cannot be commented on.

5.3.3 It will be for a 6 week period starting 8th July 2021.

5.4 Article 4 – Conservation Areas

5.4.1 Brent's residential conservation areas have Article 4 Directions in place - removing Permitted Development rights – in order to retain architectural features particular to the area.

5.4.2 Each of the existing Article 4 Directions are over 25 years old. In many cases, they are difficult to understand because the wording is unclear.

5.4.3 On 7 September 2020 Cabinet approved the consultation for new Article 4 Directions to replace the existing directions for its residential conservation areas. There is no separate procedure in the legislation for modifying existing Article 4 Directions. Instead, the existing Directions need to be cancelled and replaced with new Directions.

5.4.4 Consultation on the Directions was undertaken for 4 weeks from 19 November to 18 December 2020. Once confirmed the Article 4 Directions would commence from 18 December 2021.

5.5 Property and Planning achievements

5.5.1 Working with Housing, to date we have:

- Over 260 council homes built and occupied
- Over 500 under construction
- Over 300 with planning permission

5.5.2 In terms of planning the last year has seen the following be secured in planning

- 9,283 new homes approved
- 2,847 secured as Affordable Housing
- 27,000 sqm of industrial / warehousing space
- 4,000 sqm of retail / food and drink space
- A new secondary school
- A new Special Educational Needs school
- Extensions and improvements to schools (incl. an art studio and an artificial turf pitch)
- Three new multi-use community facilities
- A new nursery
- New university facilities and student accommodation
- Affordable Workspace
- New primary health centre
- New gyms and leisure facilities
- A new sports and recreation centre
- Upgraded train driver accommodation
- 9 additional concerts each year at Wembley Stadium
- A diplomatic and consular services facility

5.5.3 A huge thank you to the planning committee and department who have worked so well continuing the work of planning online.

5.6 Grand Union Development

5.6.1 We visited the Grand Union Site in Alperton and to see the progress of the build. It was great to see the first phase moving quickly and that by the end of year council tenants will be moving into their new council homes overlooking the canal. Progress on the community centre was good and it was great to hear about the community board who will be running the centre.

5.7 Harlesden High Street

- 5.7.1 Harlesden is set to be transformed by a million-pound regeneration project after Brent successfully secured funds for a Harlesden Gateway High Streets Heritage Action Zone. Brent's winning bid will create a scheme to improve the area and restore lost features on historic buildings in Harlesden town centre over the next two years.
- 5.7.2 The High Streets Heritage Action Zone is part of the £95 million government-funded programme delivered by Historic England to unlock the potential of 68 high streets across the country. The Harlesden scheme will help support Brent's economic recovery and breathe new life into the area.
- 5.7.3 Historic England's original funding award for the project was worth more than £437,600. Since then, they have offered a further £95,000 to support the programme.
- 5.7.4 Brent Council will match this with over £454,000 through a successful bid to the NCIL fund (Neighbourhood Community Infrastructure Levy) which is funded by new developments in the borough, bringing the total investment to almost £1 million.
- 5.7.5 The funding will help deliver:
- Shopfront improvements for a selected list of buildings on the stretch of Harlesden High Street within the designated conservation area (97-109 High Street).
 - External improvements to the former HSBC Bank building.
 - A "how to" guide on shopfront improvements for local Harlesden businesses.
 - Community engagement including a number of apprentices and workshops for young people.
 - A local cultural consortium that will bid for revenue funding from Historic England to deliver a programme of cultural activity for the town centre during 2022 in celebration of its diverse heritage and communities. The internal renovation of the former HSBC bank building, which will provide a supportive space for young people run by the Refugee Support Network.
 - The improvement of highways, two road crossings and pavements across six streets.
- 5.7.6 In addition, Harlesden cultural organisations will receive £100,000 to launch a series of community-led activities on and around the High Street over the next two years.
- 5.7.7 The grant from Historic England is the latest in a string of investments in Harlesden, designed to boost public and community spaces, local businesses, as well as to celebrate local cultures.

5.7.8 The Young Brent Foundation will lead a Consortium of 9 local organisations (yet to be announced). Together, they will create and deliver a series of cultural programmes, building on Brent's year as London Borough of Culture. The programmes will reflect and highlight the rich, diverse heritage of Harlesden and those who call the area home.

5.7.9 As well as getting young people involved and excited in the cultural life of their area, the programme will give participants the opportunity to build digital skills, host workshops and other events.

5.8 Back to Business: £2.6m more for COVID-hit traders

5.8.1 A new grant, launched by Brent Council, will help businesses that have been impacted by COVID-19 but have not been supported by the Government's Restart Grant or the Local Restrictions Support Grant. The available pot amounts to more than £2.66m.

5.8.2 With restrictions easing, Brent is once again the place to do business. But we know it will take many businesses a long time to balance the books. From webinars to grants, apprenticeships to the support businesses receive from Brent Council's Town Centre Managers, we're doing all we can to help them survive and thrive.

5.8.3 This grant is designed to plug gaps we spotted in the financial support net and help those who missed out on previous support. If you think your business is eligible, please apply.

<https://www.brent.gov.uk/your-community/coronavirus/businesses-and-employers/apply-for-the-back-to-business-grant/>

5.9 Shop Local Campaign

5.9.1 With restrictions hopefully coming to and we will be embarking on a Shop Local campaign encouraging residents to shop locally and support Brent's great local businesses who have been particularly hit hard during the pandemic.

5.9.2 Please do and go support our local high streets and businesses.

5.10 Brent Streetspace/Active Travel

5.10.1 We have been delighted in the success of the school street programme and now over 30 schools and children have benefited from a safer, greener and more active journey to school. We are working on making improvements to the schemes following consultation and hope to expand the programme to other schools.

5.10.2 Living Streets have started engagement with residents and councillors about Brent Healthy Neighbourhoods. There will be a series of online meetings, on street conversations with residents on proposed schemes. The initial approach has not been ideal but as the Cabinet Lead I am determined to look at ways we

can improve air quality as well as improve infrastructure for pedestrians and cyclists. We have also have a public health duty to encourage more active travel and modal shifts. We will work with residents and councillors on this.

5.11 NCIL

5.11.1 Once again, we had some brilliant projects and organisations apply for NCIL this round. We're delighted to be able to support so many and look forward to seeing them realised.

6. Schools, Employment and Skills – Councillor Tom Stephens

6.1 ‘Summer on your Doorstep’ – Education and Wellbeing Recovery

- 6.1.1 As we move into the summer holidays, securing education and wellbeing recovery will be a central corporate priority. The Council is committed to working in partnership with schools, community organisations and young people to deliver a comprehensive programme of school holiday support to young people affected by the pandemic –especially the most vulnerable.
- 6.1.2 As part of this, Brent Council has been allocated nearly £850,000 by the Department for Education to deliver a Holiday Activities and Food (HAF) programme for children eligible for benefits-related free school meals during the Easter, Summer and Christmas holidays. During Easter, over 500 families in Brent engaged in our HAF programme, enjoying more than 25 different types of enrichment and sporting activities across our schools and our communities. The programme supported pupils of all ages and abilities, including those with EHCPs. In addition to all receiving nutritious food, they took part in a range of activities including team sports, dance, arts and crafts, and drama, as well as treasure hunts, local history walks, steel pan workshops, community action initiatives and family cooking lessons delivered through our Family Wellbeing Centres.
- 6.1.3 For the summer holidays, we are planning an even more ambitious series of activities and support. It will be delivered jointly with Public Health to deliver a shared programme of events under the shared banner ‘Summer on your Doorstep.’ This will supplement the HAF support for children eligible for free school meals with public health provision for a wider set of children’s’ activities – including a wealth of activities in our libraries, parks and community centres.
- 6.1.4 The Council is keen to work with community groups from across the borough to deliver a wide and ambitious range of activities, reflecting the diverse interests of our young people. To this end we have issued a public appeal to local community groups and other organisations to come forward to express an interest in delivering the HAFP over the summer and winter months. Expressions of interest are now being reviewed by Officers, but anyone with questions is welcome to reach out on HAF@brent.gov.uk.
- 6.1.5 A series of events and joint communications are being planned for the summer programme, and a brochure of activities will be shared with all Councillors. Members interested in hearing more or taking part in activities are encouraged to contact either myself or Councillor Nerva to discuss these issues in further detail.
- 6.1.6 The pandemic has highlighted the vital need to invest in holiday activities and food support for our young people. But there was an overwhelming need for this investment even before the pandemic, with strong evidence that children from the most disadvantaged backgrounds fall behind their peers during the holiday period. Brent has demonstrated the vital role that Councils can play in redressing this, working in partnership with our schools and community

organisations to co-ordinate a comprehensive education and wellbeing recovery programme. It is essential that we lobby the Government to fund further, more ambitious holiday support – coordinated through Councils – on a permanent basis.

6.2 'Keep Brent Working' – Employment and Skills recovery

6.2.1 Since the previous Full Council, Brent's Employment services team – including the Council's own jobs brokerage service, Brent Works – has carried out its 2020/21 evaluation. It has exceeded its annual target for employment and apprenticeship outcomes, which is a remarkable achievement for the team given the context of the pandemic and the precarious jobs market.

6.2.2 As part of our campaign to 'Keep Brent Working', the employment team has, during 2020/21:

- Supported over 2,800 residents with jobs advice and registration to Brent Works
- Working as a Gateway organisation for the Kickstart scheme, secured 284 work placements and counting for 16-25 year-olds, working with 75 employers
- Engaged over 1,000 residents in 22 interactive employment-focussed webinars with local employers
- Supported over 100 businesses with employment advice and job brokerage support
- Become an official jobs brokerage partner with HS2 to secure accessible employment opportunities for residents, especially those from under-represented and disadvantaged groups
- Launched the Apprenticeship Levy Transfer Scheme to fund local employers and help boost the number of high-quality apprenticeships in the locality. The available funding is specifically for the training costs associated with employing an apprentice
- Supported a Sector Based Work Academy within the care industry with Brent Start

6.2.3 The team has also delivered targeted programmes of support over the past year for specific groups of residents in most need of employment support. This includes a project called Bright Futures, supporting 45 ex-offenders to access employment opportunities; a programme called Moving on Up to support 202 young black men aged 16-24; a Tech Camp and Tech Awards programme for 90 residents; and a Supported Internships programme for people aged 16-24 years old who have Education, Health and Care Plans.

6.2.4 The Council has also made delivering good quality, well-paid work for our residents a central corporate priority, and a core thread running through the recommendations of the Poverty Commission, Black Community Action Plan and Borough Plan. As part of this, a new advice note regarding a financial contribution clause for employment and skills has been added to planning pre-applications for new developments in the borough this year. This includes both pre and post-employment support and mentoring. In March 2021 Brent Council was also recognised as a Disability Confident employer by the Department for

Work and Pensions, and we will be working with external partners and businesses across the borough to encourage more to achieve the same status.

- 6.2.5 Given the impact of the pandemic on the Brent labour market, it is of course essential that we step up the campaign to Keep Brent Working, delivering more employment and skills support in the crucial months ahead – especially with the furlough and Self Employed Income Support Schemes due to end in September. To this end, an additional £500,000 is to be allocated to the Employment and Skills Service to deliver further support to our residents over the next two years, complementing the funding already received. This new funding will be specifically targeted towards supporting residents into the jobs of the future, particularly in green skills, the creative sector, digital and transport/logistics; and supporting residents not eligible for other programmes, particularly the most vulnerable and hard-to-reach, such as those currently on furlough and people with special educational needs and disabilities.

6.3 School engagement and visits

- 6.3.1 This has of course been an extremely challenging period for Brent's school leaders, governors, teachers and all support staff, as they have continued to deliver an outstanding education to young people and families during a period of unprecedented disruption. During the Easter holidays, Councillor Muhammed Butt, Councillor Mili Patel and I jointly wrote to all schools in Brent to offer our thanks to them for their hard work and dedication during this difficult period, on behalf of all Brent Councillors and the many families across Brent which have depended on them for their support.

- 6.3.2 As Lead Member I continue to regularly attend online meetings of school governors and the Children and Young People's Department, where I hear frequently of the impact that the pandemic continues to have on our schools. Now that the lockdown rules have been relaxed, I have started to arrange visits to schools across Brent to discuss issues of concern and explore how the Council can best work to support them. Many thanks to those schools and ward Councillors who have already been in touch to arrange a visit. Others looking to arrange a visit are welcome to contact me on cllr.thomas.stephens@brent.gov.uk.

6.4 Improving High Needs provision

- 6.4.1 In line with Councils across the country, Brent continues to face considerable pressure on the High Needs Block of our Dedicated Schools Grant (DSG), as the number of young people with Education, Health and Care Plans (EHCPs) continues to increase. There is a particular need for expanded within-borough Special Educational Needs and Disabilities (SEND) school provision to reduce the number of out-of-borough placements, and expanded post-16 provision.
- 6.4.2 The Council is now working to deliver a DSG High Needs Block Management Plan, as agreed at Schools Forum, which is working to addressing the increased need through managing demand, improving sufficiency of places and

financial management. Some positive additional investment into high needs provision in Brent is to be delivered as part of this plan, including:

- A new post-16 Education Centre for people with EHCPs
- A new Special School for the secondary age cohort
- New Additionally Resourced Provision for primary and secondary aged pupils
- Expanding specialist provision in existing schools

6.4.3 Further announcements can be expected as progress is made on increasing this provision. It is planned for a report on post-16 provision to be brought to Cabinet in October, and a report on the expansion of provision at Phoenix Arch is to be brought to Cabinet in July..

6.5 Brent Youth Parliament

6.5.1 Following a question raised by Brent Youth Parliament at the 23 November 2020 Full Council, I have now written to all Brent secondary schools both introducing them to Brent Youth Parliament and encouraging them to appoint student associate members into their governing bodies.

6.5.2 Where student associate member roles have been in place, they have helped build specific knowledge and expertise to a governing board and help better involve existing student councils and the Brent Youth Parliament into the work of local schools. For academies, the role would need to be incorporated into the articles of association for the sponsoring trust. It is a simple, effective way to involve young people in the work of schools.

6.5.3 I continue to attend Brent Youth Parliament meetings to hear about their concerns and take questions. I also know first-hand from my engagement with schools how effective they have been in driving positive change in schools where they are active – most especially in showing leadership on the climate and ecological emergency.

6.5.4 If you haven't done so already, I would strongly encourage schools, community organisations and councillors to reach out and engage with their work, and work with young people in your own local schools and communities to become active members. They represent young people aged between 10-19 from all walks of life, and can be contacted via BYP@brent.gov.uk.

7. Community Safety & Engagement – Councillor Promise Knight

7.1 Community Safety

7.1.1 In light of slight increase in violent crime incidents both Council and Police Officers have been conducting additional reassurance patrols in hotspots. Days of actions which include weapon sweeps have and will continue to take place regularly in each locality.

7.1.2 Regular meetings with senior police at the BCU, including Chief Supt Sara Leach, to gain a better understanding of contingency planning for the summer months has been set up. I have been reassured that the BCU is sufficiently resourced to meet the need in violent hotspots across the borough. In terms of police numbers, the BCU is 102% populated. There was a clear commitment to regular catch ups to raise concerns and address the disparity in how the community feel and experience versus policing practices and visibility.

7.1.3 Project Horizon is a MET police sponsored initiative that aims to address violent crime in key hotspots in the NW10 area. Tangible outcomes include, the initial roll out 4 bleed control kits to high violence locations across Harlesden & Stonebridge neighbourhood wards, to the delivery of safeguarding information to year 6 pupils within the NW10 area prior to their transition to secondary schools.

7.2 Regulatory Services

7.2.1 Key outcomes delivered by the Trading Standards Service for the period of the April 2020 to March 2021, particularly in relation to Covid 19 enforcement actions, include:

- 43 Prohibition Notices were issued to non-compliant traders and 15 Fixed Penalty Notices issued resulting in a total of £14,500 in penalties.
- 13,332 businesses visited and checked and 2,985 businesses advised verbally and in writing.
- The team have had almost 40 pieces of new legislation on Covid to enforce.

7.2.2 The Trading Standards Service work has been dominated by the national response to the Covid 19 Pandemic and the need to respond to issues that have arisen during this time.

7.3 Community Engagement

7.3.1 Having taken on board residents' concerns and suggestions over the past year, we are making essential changes to Brent Connects. The Brent Connects Action Plan ensure that agenda-making is grassroots led and will require local accountability.

7.3.2 There will be four rounds of Brent Connects meetings each year, with two rounds being online only and two rounds being a hybrid of webcast and physical

meetings in the locality. Planning for each round of meetings will begin eight weeks prior to the first meeting date. The Partnerships and Engagement (P&E) team will gather available data on residents' perceptions of their areas and together with information gathered by Chairs & Co-Chairs this will be used as a basis for developing the agenda's for the locality based meetings.

7.3.3 Slight changes to the roles of Chairs & Co-Chairs include:

- Brent Connect Chairs will also be expected to contribute the views from the communities obtained from their own engagement activities and relationship with their communities.
- The aim of the P&E Manager and Brent Connect Chair Meeting is to bring together the report and Chairs' intelligence and set agenda items based on this.
- Greater stake and accountability at Brent Connect planning meetings.

8. Children's Safeguarding, Early Help and Social Care – Councillor Mili Patel

8.1 The last 15 months have been incredibly challenging for everyone in Brent, but particularly for children and young people who have missed life-defining experiences. However, I believe that we can be proud that Brent has stood by them and done whatever we can during this unprecedented period. I hope this report gives a snapshot of how we are achieving our mission of a Borough where our young people can feel safe, secure, happy and healthy.

8.2 The Children and Young People (CYP) department took a rapid and targeted approach to supporting children and families from the outset of the pandemic. Throughout three national lockdowns, the safeguarding needs of all Brent's children continued to be met. This includes every child known to CYP, such as:

- Children in Need
- Children subject to a Child Protection Plan
- Children with an Education Health and Care Plan
- Young people known to the Youth Offending Service

8.3 Some examples of how we have maintained support to these vulnerable cohorts are given below:

- Social workers and Personal Advisers to Looked After Children and care leavers maintained contact with children and young people at all times, undertaking welfare checks and providing reassurance and support.
- Foster carers were contacted and provided with a family-friendly information literature to help explain the Covid- 19 situation to children.
- The Looked After Children (LAC) Health Team with Central North West London NHS Trust identified LAC with underlying health conditions, who were contacted by their social workers for a specific welfare check.
- Practice guidance was put in place to support delivery of statutory services including information on remote working, visits to LAC and care leavers and work undertaken by contact, fostering and kinship teams.
- Support continued by telephone, online contact, and face-to-face home visits took place where it was deemed appropriate for high risk cases. Social workers regularly updated risk assessments as part of their working practices.

8.4 The Covid-19 CYP Department recovery plan focuses on key actions to continue to develop the response to the needs of vulnerable children and families. These priorities include:

- Restoring increased face to face work with children subject to Child Protection plans, LAC and Care Leavers, with particular attention to post trauma and bereavement
- Reviewing and expanding, in collaboration with health, post trauma and emotional wellbeing support e.g. for looked after children and young

people after a significant period of isolation, including bereavement support where LAC have experienced loss of family members

- Retaining some of the additional scheduled phone contact for more vulnerable young people in the early evening and at weekends
- Retaining online support services and tools being provided by for example YOS workers and keyworkers and Family Support Workers in Family Solutions and Accelerated Support Team
- Working within the Children's Trust with health partners on aligning recovery plans for services for children
- Planning for the expected increase in referrals now that early years settings, schools and colleges are fully returned.

8.5 Educational Health Care Plan (EHCP) assessments continued at weekly virtual panels, incorporating multi-agency professionals throughout the pandemic period. EHCP numbers are slightly higher than last year.

8.6 In addition, all pupils with EHCPs were risk assessed by their school or setting and these risk assessments are quality assured and discussed with schools if further detail is required. Weekly meetings took place with the Headteachers of Brent special schools, to ensure adequate safeguarding arrangements were in place for children who remained out of school, and respite/playground offers made to priority families.

8.7 The vast majority of schools and a number of early years settings remained open for the children of key workers and vulnerable children throughout the duration of the lockdown. Schools were formed into geographic clusters and supported each other by the sharing of good practice. Weekly meetings with Headteachers, regular webinars for early years providers and Chairs of Governors helped to support schools and communicate public health advice.

8.8 In addition to supporting and actively promoting the attendance of vulnerable pupils to school, laptops were allocated to support access to education. Brent was one of the first boroughs in London, and nationally, to achieve a full roll out of laptops to our target groups.

8.9 I was proud to see that Family Wellbeing Centres opened their doors over the winter period and offered essential one-to-one midwifery services and health checks during lockdown. Group activities remained shut due to lockdown restrictions but as restrictions intermittently eased over the past 12 months, group programmes resumed. Also, over time, a range of different services will be delivered including, targeted support for key groups such as young parents and young people not achieving expected levels at school, family support, information, advice and guidance for families and youth work, including mentoring. This will fulfil our vision of single community hubs where local families can go to access all of the services that they need right up to the point their children are 18 (or older if they have specific needs).

8.10 I believe this will be a marked improvement on the current situation where parents are passed around to different centres and services as their children

are categorised into different age groups. This is another achievement to celebrate.

- 8.11 The Roundwood School and Community Centre opened its doors to the first set of pupils in January and has delivered a successful first term. Plans are underway to start youth activities that had to halt due to the national lockdowns. However, when this process is complete, we will not only have opened a new alternative provision school for local families (many of whom previously had to travel out of borough) but will have increased the total number of youth services on offer to local young people at the site. As someone who used the youth centre when growing up in the area, I cannot wait to see this fully in action.
- 8.12 As part of the award to Brent for Council of the Year (LGC awards) in October 2020, it recognised that the local authority “demonstrates a level of excellence and innovation that takes it work well beyond basic service provision” The judgement also attributed to the strong services and education for children and young people in the borough.
- 8.13 The COVID-19 pandemic has had a significant impact on Brent’s children and families. In the first wave of the COVID-19 pandemic, Brent had some of the highest infections rates and highest number of deaths in London, including some members of staff who were ill or whose family members died. I would like to take this opportunity to express my condolences to those staff who have lost loved ones and colleagues to this devastating virus, and to thank them for their continued hard work in supporting Brent’s children and their families during this period.

9. Housing and Welfare Reform – Councillor Eleanor Southwood

9.1 Progress on building at least 1000 new council homes by 2024

- 9.1.1 Brent has one of the most ambitious house building programmes in London:
- 262 families have moved into their new homes
 - 579 homes are currently being built, with a further 332 going through procurement
 - 1276 potential homes are at the feasibility stage.
- 9.1.2 It's not only about the numbers, though. Crucially: we're ensuring that new and existing affordable homes meet the needs of the 1700 people in temporary accommodation and further 600 in priority need. For example, through working with i4B to adapt existing properties and choosing to build larger family homes.

9.2 Building our own temporary accommodation

- 9.2.1 We don't want anybody in Brent to live in temporary accommodation owned by anyone but the council by 2024. This will save the council money but also ensure much better standards. Too many people are living in poor quality temporary accommodation, including B&B accommodation, which creates housing insecurity that has real lasting impact, particularly for children. The final bricks have been laid at Ananci House (part of Knowles House development) for 92 TA units, which is fantastic news and families will be moving in from November.

9.3 End to the ban on bailiff-enforced evictions

- 9.3.1 We're gearing up to support families who may find themselves threatened with eviction as they grapple with the perfect storm of the end to furlough, continued impact of Covid19 and the end to the ban on evictions, which ended on May 31st 2021. Please encourage any concerned resident to contact the council as early as possible as we can help sustain tenancies and provide practical support. Other important organisations in Brent include Advice 4 Renters and Citizens Advice, who can also help.

9.4 Financial support

- 9.4.1 Anyone who finds themselves in financial hardship, whether because of Covid19 or not, is encourage to apply to the Resident Support Fund for a grant and/or loan to assist:

<https://www.brent.gov.uk/services-for-residents/benefits-and-money-advice/resident-s-support-fund/>

- 9.4.2 I would also encourage individuals to consider joining a Credit Union. They are a crucial way for people to access financial services.

9.5 Life in the private rented sector in Brent

- 9.5.1 About 130,000 people in Brent are renting in the private sector. For some, it's a convenient and flexible choice. For many, it's a barely affordable and often insecure situation that is putting them at risk of health, education and employment inequality. We're working to better understand what Brent's private rented sector feels like from the tenant perspective and will be developing ideas on how the council and other local organisations can help. This work was a key recommendation from the independently chaired Poverty Commission that was published last August:

<https://www.brent.gov.uk/council-news/september-2020/poverty-commission-report-gets-full-backing-by-cabinet/>

9.6 Tackling period poverty

- 9.6.1 Inequality comes in many forms. For women and girls in Brent, not being able to afford period products can be an embarrassing experience that is holding them back at school, in work and preventing them enjoying a social life. We're raising awareness of the various organisations that can help through leaflets and posters in our hubs and are exploring ways to get free period products into our council buildings. More here:

<https://www.brent.gov.uk/council-news/may-2021/putting-a-stop-to-period-poverty/>

9.7 Improving Brent's neighbourhoods

- 9.7.1 Officers in Brent Housing Management have been busy planning work designed to improve the look and feel of Brent's estates. We're investing £300k in new bins, introducing controlled parking arrangements and working with communities and ward Cllrs on local projects that will make a huge difference.
- 9.7.2 Tenants and leaseholders can now manage much more interaction with the council online. We're offering digital support to anyone who needs it. More info here:

<https://www.brent.gov.uk/services-for-residents/housing-management/>

10. Adult Social Care – Councillor Harbi Farah

10.1 Vaccination rates and our approach to support local providers

10.1.1 Support being offered to providers to encourage staff to take up the vaccination:

- Placement Relationship Officers speak weekly with registered managers to push the importance of vaccinating staff and residents.
- Enhanced Care Home support team reiterate the importance of vaccination to residents and staff at every opportunity when they visit to see patients. The lead GP for this team visited several care homes to speak to residents and staff.
- At the Care Home and Home Care Fora Managers were advised ‘mop up’ sessions or any request for new residents to be vaccinated or 2nd dose vaccination can be requested as and when required
- The LA/Public Health Team facilitated a total of 10 Webinars to address the misconceptions staff had regarding taking the Covid-19 vaccine. Two of the webinars were targeted at providers with low uptake of the covid-19 vaccine by staff.
- Three further webinars held as part of the Social Wellbeing Sessions by the Staff Engagement and Experience Team in NHSE for all colleagues across London and these were shared with the Brent Care Homes Managers for them to circulate to their staff.
- Written information on the Covid-19 Vaccination answering questions about the side effects and what to expect after you have had your Covid Vaccine, Handouts/Leaflets answering questions on Fertility and Frequently Asked Questions was shared with Care Home Managers to circulate to staff. These were in several languages.
- Managers were able to email the Care Home Lead with their request for numbers of staff and residents and which dose was required.
- Further sessions were facilitated by the ICP team to provide the Covid-19 vaccine to Care Homes resident and staff.
- Face to face discussions with a Public Health Consultant were arranged to encourage the uptake of the Covid-19 vaccination.

10.1.2 Current vaccination rates for Brent based social care services are:

Cohort	Brent vaccination Rate on 28 th June	London Rates
Care Home residents (1 st Dose)	93%	93%
Care Home Residents (2 nd Dose)	90%	89%
Care home staff (1 st Dose)	84%	79%

Care home staff (2 nd Dose)	74%	66%
Home care staff (1 st Dose)	71%	70%
Home care staff (2 nd Dose)	46%	41%

10.2 Day Care Centres

10.2.1 Both day centres continue to offer specialist day care support.

- John Billam Resource Centre is an Advance Accredited Autism specialist centre (by the National Autistic Society) supporting service users with profound disabilities.
- We offer in-depth training to our workforce to enable specialist services to be delivered.
- We work in partnership and deliver training to local Police, Transport for London, private organisations and colleagues in other directorates.

10.2.2 We also deliver Autism Awareness and Communication training and have champions in these areas:

- Intensive Interaction Champions.
- Sensory Needs Champions
- Positive Behaviour Champions

10.2.3 New Millennium Day Centre offers a range of support and activities for Learning and Physical Disabilities clients including:

- Theatre group.
- pottery using the kiln.
- glass making.
- dance and movement.
- Art and crafts.

10.2.4 Our Community Outreach team supports client in community base activities:

- college attendance.
- work placement.
- on the job training and other recreational activities (based on their Care Act assessed needs)

10.2.5 In recent months there has been a significant uptake in Community Outreach by people who previously only engaged in building based activities. This has positively impacted on service users and their families' health and wellbeing and has proven to decrease behaviours that can challenge.

10.2.6 One example is a service user who previously found it difficult to adapt to the building environment has now been thriving in the community outreach activities, such as recreational parks, museums, open swimming, cafes and tours around London landmarks, there has resulted in a significant and positive change in his behaviour.

10.3 Re-opening of building base services: July 2021

10.3.1 In preparation for the reopening of Building base activities we have put the following measures in place:

- Regular meetings with Public Health for advice and support and discuss options.
- Review of customers risk assessment to ensure the same level or risk applies.
- Review of building risk assessments to ensure buildings are complaint with PH recommendations.
- Deep clean for both buildings and organised PPE stations. hot/cold water systems (including legionnaire's checks), gas safety, fire safety, kitchen equipment, security including access control and intruder alarm systems, ventilation.
- On-board COVID testing registration completed and in use according to DHSC guidelines for Day Centres.
- Staff testing for a COVID-19 infection.
- Transport of service users to day centre with flexibility for sessional activities.
- Restart of building taster sessions - W/C 26. 07.21. (TBC) combination of lower number of pilot group activities to be reintroduced to customers with mixture of online remote sessions.
- Ongoing Family/Carer engagement.

10.4 Workforce Race Equality Standard (WRES)

10.4.1 The Adult Social Care and Children and Young People Department jointly applied to be part of the on-year pilot programme by the Department of Health and Social Care, the intention being to gather intelligence to inform the national roll-out of WRES across local authorities and other organisations in the social care sector. Brent's application was approved in December 2020 and the pilot currently includes eighteen pilot sites.

10.4.2 The achievements so far include:

- Significantly raised profile of race equality in social care and challenged all staff to take individual, team, and departmental responsibility to be part of a commitment to change.
- Aligned and working with the wider corporate activities on race equality, with presentation on the WRES to Cultural Diversity Network that was well received.

- WRES working group of staff committed to and driving the change, providing challenge to senior managers and focused next on action planning.
- Presented logic model to the Department of Health and Social Care (DHSC), with blog post expected in August 2021. DHSC assured of progress we are making to deliver on our promise to staff.
- Robust plan to raise profile of this work, including with our residents in August, so that we can openly and transparently share our journey and the difference we are making to workforce race equality.

10.5 Skills Academy

10.5.1 ASC department has successfully created career pathways that enable all staff in social care to reach their personal and professional goals, whether within management or leadership role or into more specialist areas such as Approved Mental Health Professional

10.5.2 We have set up and run 52 distinct training opportunities, in the forms of courses, webinars and forums. This has contributed towards increase in skills, knowledge and importantly legal literacy for all staff and has included:

- In total, 644 attendances at these formal learning opportunities, which does not include the informal learning that embeds this into practice.
- Qualifications being available in 4 areas and fully funded, helping to fill gaps in hard to recruit positions and aids in staff recruitment and retention.
- Opening up additional external training opportunities, such as our partnership with West London Social Work Teaching Partnership and Making Research Count
- Specialist opportunities to develop and lead improvements, such as a Technology Enabled Care Champion, that has recently been appointed. This links staff development to departmental need.