



## Forward Plan Select Committee

**Tuesday, 3 November 2009 at 7.30 pm**

Committee Room 4, Brent Town Hall, Forty Lane,  
Wembley, HA9 9HD

### Membership:

#### Members

Councillors:

Long (Chair)  
Castle (Vice-Chair)  
V Brown  
Coughlin  
Mistry  
HB Patel  
Powney  
Tancred

#### first alternates

Councillors:

Farrell  
Leaman  
Bessong  
Butt  
HM Patel  
Kansagra  
J Moher  
Motley

#### second alternates

Councillors:

Vacancy  
Dunn  
Hirani  
Fox  
Steel  
Joseph  
John  
Pagnamenta

**For further information contact:** Toby Howes, Senior Democratic Services Officer  
toby.howes@brent.gov.uk, 020 8937 1307

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**The press and public are welcome to attend this meeting**

# Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members

Item	Page
<b>1 Declarations of Personal and Prejudicial interests</b>	
Members are invited to declare, at this stage of the meeting, any relevant financial or other interest in the items on this agenda.	
<b>2 Deputations (if any)</b>	
<b>3 Minutes of the Previous Meeting held on Thursday, 24th September 2009</b>	1 - 6
The minutes are attached.	
<b>4 Matters Arising (if any)</b>	
<b>5 Call-in of Executive Decisions from the Meeting of the Executive on Monday, 19th October 2009</b>	
None at the time of publication of the agenda. The deadline for call-ins is Monday, 26 <sup>th</sup> October 2009.	
<b>6 The Executive List of Decisions for the Meeting that took place on Monday, 19th October 2009</b>	7 - 20
The List of Decisions from the meeting of the Executive that took place on Monday, 19 <sup>th</sup> October 2009 is attached.	
<b>7 Briefing Notes/Information Updates requested by the Select Committee following consideration of Version 6 (2009/10) of the Forward Plan</b>	
a) <b><i>Proposed Disposal of 38 Craven Park Road, Harlesden, NW10</i></b>	21 - 28
The Select Committee requested a briefing note on this item providing information as to whether this building had been considered as a Children's Centre instead of Challenge House.	
The Executive report is also attached for information.	

- b) ***Cultural Strategy for Brent 2010 - 2015*** 29 - 30

The Select Committee requested a briefing note providing information as to what consultation had and would be taking place.

- c) ***Authority to Participate in a West London Collaboration Procurement for Residential and Nursing Care and Adults and Authority to Participate in a West London Collaboration Procurement for Domiciliary Care*** 31 - 54

The Select Committee requested a briefing note providing information as to what gains, aside from savings, would there be for service users and whether residential and nursing care would stay in the Borough.

The Executive reports are attached for information.

- d) ***Extensions of the Direct Payments Support and Advice Service Contract with Penderals Trust and Proposals to Review the Current Arrangements for the Service*** 55 - 84

The Select Committee requested a briefing note providing an explanation as to what the reasons for a delay in issuing a new contract were and when this would occur and also information providing confirmation that tendering had taken place.

The Executive report is attached for information.

- e) ***Future Acquisition Strategy for the Brent Transport Fleet*** 85 - 86

The Select Committee requested a briefing note providing information as to what the results of the consultation with users on their preferred type of vehicles were.

- f) ***Printing Review Tender Results*** 87 - 90

The Select Committee requested a briefing note providing information as to what type of printing would be covered, whether the tender covered all buildings and what budget savings would be aimed for. Information as to whether it would be subject to a corporate print standard which takes into account those with sight problems was also requested.

- 8 **Briefing Notes/Information Updates requested by the Select Committee that are not on the Forward Plan** 91 - 94

***Council Contracts Database detailing Current and Future Contracts***

The Select Committee requested a briefing note listing by service area the contracts due for renewal over the next 18 months and their monetary value.

- 9 **The Forward Plan - Issue 7** 95 - 104

Issue 7 (09/11/09 to 07/03/10) of the Forward Plan will be published on Monday, 26<sup>th</sup> October 2009 and will be circulated separately. Issue 6 of the Forward Plan (05/10/09 to 08/02/10) is attached for information.

- 10 **Items considered by the Executive that were not included in the Forward Plan (if any)**

None.

- 11 **Date of Next Meeting**

The next meeting of the Forward Plan Select Committee is scheduled for Wednesday, 2<sup>nd</sup> December 2009 at 7.30 pm.

- 12 **Any Other Urgent Business**

Notice of items to be raised under this heading must be given in writing to the Democratic Services Manager or his representative before the meeting in accordance with Standing Order 64.



Please remember to **SWITCH OFF** your mobile phone during the meeting.

- The meeting room is accessible by lift and seats will be provided for members of the public.
- Toilets are available on the second floor.
- Catering facilities can be found on the first floor near the Paul Daisley Hall.
- A public telephone is located in the foyer on the ground floor, opposite the Porters' Lodge

# Agenda Item 3

## MINUTES OF THE FORWARD PLAN SELECT COMMITTEE Thursday, 24th September, 2009 at 7.30 pm

PRESENT: Councillor Castle (Vice Chair in the Chair) and Councillors Farrell (for Councillor Long), V Brown, Powney, Tancred, Castle, Farrell and Steel (for Councillor Mistry)

Also Present: Councillor Van Colle

Apologies were received from: Councillors Coughlin and HB Patel

1. **Declarations of Personal and Prejudicial Interests**

None declared.

2. **Deputations (if any)**

None.

3. **Minutes of the Previous Meeting held on 2nd September 2009**

RESOLVED:-

that the minutes of the meeting held on the 2<sup>nd</sup> September 2009 be received and approved as an accurate record.

4. **Matters Arising (if any)**

None.

5. **Call-in of Executive Decisions from the Meeting of the Executive on Tuesday, 15th September 2009**

**Addendum to the West London Joint Municipal Waste Management Strategy**

Councillor Powney began the discussion by expressing a concern over the achievability of the LAA NI 192 target of reaching a 40% recycling rate for 2010-2011. In response, Councillor Van Colle, Lead Member for Environment, Planning and Culture, explained that the current performance for the borough, as set out in the executive report, was 30% and that rates tended to vary month by month. He stated that in April, June and July the council was achieving in excess of 30%, yet in May it was 29%. He explained that when comparing the same months year by year, recycling rates had greatly increased. Councillor Van Colle commented that

he hoped that the 40% recycling rate would be achieved but that it could not be guaranteed. He explained that the financial costs of reaching 40% were high. The cost of diversion, he stated, was over half a million because of the number of lorries which needed to be used. He explained that the Council was mostly diverting plastic and that this was not terribly economical to recycle.

Councillor Van Colle explained that the council would continue to do everything it could to encourage people to recycle, such as educating residents. Chris Whyte, Head of Environment Management, added that a piece of work which was being undertaken this year was to update the Waste Strategy. He explained that the current system used should allow the council to achieve a 35% recycling rate but could make it difficult to achieve a 40% rate. In order to reach the 40% rate he stated that a waste composition analysis would be carried out, along with the creation of a new modelling system. He explained that it was hoped that new proposals would be available middle part of next year.

Councillor Farrell asked whether there were any financial implications for not reaching the 40% target. In response, Chris Whyte explained that there could be a financial reward linked with this target, but that there would not be any financial penalties if the target was not met. Councillor Farrell requested that information, on what this possible reward entailed, be sent to all members of the committee.

Councillor Farrell raised a concern that leaves on the streets were not being put into the appropriate bag for composting. She explained that she was concerned that the reduction in the use of street care ward officers was resulting in the council carrying out less monitoring on the streets. In response, Chris Whyte explained that leaves may have been put in disposal bags and not recycling bags because the waste may be predominantly litter and therefore not recyclable. Chris Whyte informed the committee that the council was currently developing a leafing plan and that he would take note of this concern and pass it onto the relevant officers.

### **Modernisation of the Council's financial management arrangements and approval for appointment of consultants**

Councillor Castle welcomed Duncan McLeod, Director of Finance and Corporate Resources to the committee. The committee agreed to deal with just the lead officer for this item. Duncan McLeod began by providing the committee with some background information as to why a review into the Council's financial management arrangements was carried out and why there was a need to modernise the arrangements. He explained that the proposals had been developed as part of the 'One Council' stream of work as set out in the Council's Improvement and Efficiency Strategy. He advised that the Council's current financial system was developed in the early 1990s and whilst this system was suitable for the time, it had now become outdated and therefore the service level was not as good as it should be. He commented that there were high standards in some areas and lower standards in others. He added that the Council was already in the process of implementing a single accounting system and so the opportunity was right to review the Council's financial management arrangements.

Members discussed the item and the issues raised in respect of the reasons for call-in. Councillor Powney began the discussion by enquiring whether the reduction,

mentioned in item 10 of the executive report, to 105 or 97 staff from 144, would have an impact on service delivery. He explained that he was concerned that the loss of 30% of the staff could reduce the quality of service delivered. Councillor Powney commented that he was also concerned about diversity implications and that the new arrangements would lead to standardisation, which may affect some individuals more than others and could lead to a decrease in the standard of service quality. Councillor Farrell also raised a concern about standardisation and that it could impact negatively on residents. She was concerned that those who do not have access to computers and therefore, for example, could not access online payments would be disadvantaged by the new arrangements. She commented that there was a body of evidence which suggested that gender, race etc may determine the service that residents receive and therefore equalities impact assessments were very important and should be specific in what they include.

In response to Councillor Powney's first concern about staffing and its effect on service quality, Duncan McLeod stated that he did not believe that service quality would be reduced. He explained that by making the system more efficient, service quality would be improved. He stated that there were activities in the current system that were being carried out which were not value for money. He gave the committee an example of how the Council had been paying individual invoices for every electricity meter in the council and how it would be moving to a system where there would be a single invoice from the electricity company. He explained that by making the system more efficient, less staff would be required to carry out the finance functions and that there would be significant savings to be made from the reduction of staff. He informed the committee that the 144 posts were spread across the Council and that a significant amount of staff were agency staff. Furthermore, a sizeable number had been carrying out other activities as well, so amalgamation would be looked at. Finally, he explained that it wasn't a loss of 30% of the staff as there were a number of vacancies.

In response to Councillor Powney's and Councillor Farrell's concern about standardisation and the possible diversity implications and impact on service quality, Duncan McLeod explained that by making the service more efficient it would improve the service for everyone. He felt the standardisation issue was a wider issue over how residents interact with the Council. Online transactions, he explained, had increased and would continue to do so. However, he stated that this doesn't mean that the Council would not encourage other forms of payment or would necessarily withdraw types of services. He believed that the Council had provided people with more flexibility over how to pay by increasing the number of outlets available and had therefore actually made it more convenient for people. Furthermore, the savings made would be put back into council services. He also assured the committee that telephone contact would still be available. He added that many of the changes focused on transactional services which were not directly front line services and therefore would not greatly affect residents, as long as they were working well. In response to an enquiry about equality impact assessment, he stated that the modernisation process would take place over a number of stages, thus an assessment would need to be carried out at each stage of the process.

Councillor Castle expressed an opinion that it was difficult to predict the impact on equality that the new arrangements would have at this stage. He therefore requested that a briefing note be presented to the committee in four months time to update the committee as to whether there has been any impact on equality.

Duncan McLeod also informed the committee that the Performance and Finance Committee would receive reports on the progress of the project at regular intervals.

6. **The Executive List of Decisions for the Meeting that took place on Tuesday, 15th September 2009**

RESOLVED:-

that the Executive List of Decisions for the meeting that took place on Tuesday, 15<sup>th</sup> September 2009 be noted.

7. **Briefing Notes/Information Updates requested by the Select Committee following consideration of Version 5 (2009/10) of the Forward Plan**

***The Future of Brent in2work and Proposed Joint Employment Venture***

It was noted by Councillor Powney that this was a very useful and detailed briefing note.

RESOLVED:-

that the briefing note on the Future of Brent in2work and Proposed Joint Employment Venture be noted.

8. **Briefing Notes/Information Updates requesting following consideration of earlier issues of the Forward Plan (2009/10)**

***Civic Centre***

RESOLVED:-

that the briefing note on the Civic Centre be noted.

9. **The Forward Plan - Issue 6 (2009/10)**

***Issue 6 of the Forward Plan (05.10.09 to 08.02.10) was before members of the Select Committee. Following consideration of Issue 6 of the Forward Plan, the Select Committee made the following request:-***

**Printing Review Tender Results**

The Select Committee requested a briefing note on this item providing information as to what type of printing would be covered, whether the tender covered all buildings and what budget savings would be aimed for. The request was made by Councillor Long. Councillor Powney also requested information as to whether it



would be subject to a corporate print standard which takes into account those with sight problems.

### **38 Craven Park Road (BACES) – proposed disposal**

Members requested a briefing note on this item providing information as to whether this building had been considered as a Children's Centre instead of Challenge House. The request was made by Councillor Long.

### **Future Acquisition Strategy for the Brent Transport Fleet**

The Select Committee requested a briefing note on this item providing information as to what the results of the consultation with users on their preferred type of vehicles were. The request was made by Councillor Long.

### **Cultural Strategy for Brent**

Members requested a briefing note on this item providing information as to what consultation had and would be taking place. The request was made by Councillor Long.

### **CPZ Update**

Councillor Powney noted that in a previous Forward Plan Select Committee it had been requested that the CPZs, which were to be included in the report, be listed in the Forward Plan.

### **Authority to participate in a West London collaboration procurement for residential and nursing care for adults**

and

### **Authority to participate in a West London collaboration procurement for domiciliary care**

Members requested a briefing note on these items providing information as to what gains, aside from savings, would there be for service users and whether residential and nursing care would stay in the borough. The request was made by Councillor Long.

### **Extensions of the Direct Payments Support and Advice Service Contract with Penderels Trust and proposals to review the current arrangements for the service.**

Having noted that this contract had already been extended, members requested a briefing note providing an explanation as to what the reasons for a delay in issuing a new contract were and when this would occur. Information ensuring confirmation

that tendering had taken place was also requested. The request was made by Councillor Long.

10. **Date of Next Meeting**

It was noted that the next meeting of the Forward Plan Select Committee was scheduled to take place on Tuesday, 3<sup>rd</sup> November 2009.

11. **Any Other Urgent Business**

None.

The meeting closed at 8.30 pm

A CASTLE  
Chair

**London Borough of Brent  
Summary of Decisions taken by the Executive  
on Monday, 19 October 2009**

PRESENT: Councillor Lorber (Chair), Councillor Blackman (Vice-Chair) and Councillors Allie, Brown, Colwill, Detre, Matthews, Sneddon, Van Colle and Wharton

Agenda Item No	Item	Ward(s)	Decision
5.	Carbon Management Strategy - Second Review	All Wards;	<p>The Council's Carbon Management Strategy and Implementation Plan (CMS&amp;IP) was approved in June 2007. This report seeks approval to set a new baseline using National Indicator 185, in line with recommendations made by the Carbon Trust; to agree revised targets; and to approve a new programme of projects and budgets to achieve the targets. It also includes a number of measures that are the council's initial actions to implement the borough's Climate Change Strategy and in particular sets out what the council will do to mitigate climate change. In addition the report outlines progress to date in achieving the target of cutting the Council's carbon dioxide (CO<sub>2</sub>) emissions by 20% by 2011, using 2005/06 as the baseline year. Finally, the report proposes that the Council signs up to the 10:10 climate change commitment.</p> <p>RESOLVED:</p> <p>(i) that a new carbon baseline using 2008/09 data be set (which will be in accordance with the improved measuring system under National Indicator 185) as explained in paragraph 4.1;</p> <p>(ii) that new targets for the council's carbon reductions as set out in paragraph 5.1 be set;</p>

**London Borough of Brent – Summary of Decisions taken by the Executive on Monday, 19 October 2009 (continued)**

Agenda Item No	Item	Ward(s)	Decision
			<p>(iii) that the setting of departmental carbon targets as explained in paragraph 4.3 be agreed to;</p> <p>(iv) that a programme be supported, containing a number of projects as set out in the report that are intended to achieve technical and behavioural change within both schools and the Council, with full delivery of projects subject to the necessary finance being available; and</p> <p>(v) that it be agreed for the Council to sign up to the 10:10 climate change commitment discussed in paragraph 5.3.</p>
6.	Council's Environmental Policy - review and revision	All Wards;	<p>The Council adopted an Environmental Policy in November 2005. This report reviews the existing policy and recommends a revised version.</p> <p>RESOLVED:</p> <p>that the revised Corporate Environmental Policy Statement attached as Appendix A be approved.</p>
7.	Third Pool in Brent - progress report	All Wards;	<p>This report summarises to Members the key findings and recommendations of the report by consultants engaged to undertake a site options appraisal to progress the provision of a third pool that serves the North of the Borough. The report reviews 18 potential sites and recommends a preferred site. The report also provides initial capital and revenue cost estimates, and gives an overview of the funding opportunities, management options and procurement routes. It also recommends the next steps for the Council in order to get closer to</p>

**London Borough of Brent – Summary of Decisions taken by the Executive on Monday, 19 October 2009 (continued)**

<b>Agenda Item No</b>	<b>Item</b>	<b>Ward(s)</b>	<b>Decision</b>
			<p>realising their priority for the provision of a third pool.</p> <p>RESOLVED:</p> <p>(i) that the findings of the ‘New Swimming Pool Site Options Appraisal Report’ which is summarised in this report be noted. (The full report is available at Party Group Offices or a copy can be made available by contacting Gerry Kiefer, Head of Sports Service on 020 8937 3710 or email: gerry.kiefer@brent.gov.uk.);</p> <p>(ii) that the preferred site for the third pool be located in Roe Green Park ‘B’ as shown on the map in paragraph 3.9; and</p> <p>(iii) that the Director of Environment and Culture be asked to undertake a detailed feasibility study including the financial implications of such facility provision.</p>
8.	Authority to tender contract for private sector leased accommodation (Brent Direct Lease Scheme and South Kilburn Temporary Accommodation Scheme)	All Wards;	<p>This report seeks authority under Contract Standing Orders 88 and 89 to invite tenders for a new contract for the Housing Management Services for The Brent Direct Lease Scheme (BDL) and South Kilburn Temporary Accommodation Scheme (SKTA) to commence from 30<sup>th</sup> June 2010 for two years with an option to extend for up to one year.</p> <p>RESOLVED:</p> <p>(i) that approval be given to the pre-tender considerations and the criteria to be used to evaluate tenders as set out in paragraph 3.1 of the report;</p>

**London Borough of Brent – Summary of Decisions taken by the Executive on Monday, 19 October 2009 (continued)**

Agenda Item No	Item	Ward(s)	Decision
			<p>(ii) that approval be given to officers to invite tenders and evaluate them in accordance with the approved evaluation criteria referred to above; and</p> <p>(iii) that approval be given to the extension of South Kilburn Temporary Accommodation Contract to June 30<sup>th</sup> 2010.</p>
9.	Authority to participate in a West London Collaborative Procurement for the provision of home care, including housing related support and "integrated" home care for adults	All Wards;	<p>This report requests approval to participate in a collaborative procurement to set up a series of Framework Agreements for the provision of home care for adults as required by Contract Standing Order 85. The Executive is being asked to give approval to the Council participating in a collaborative procurement exercise run through the West London Joint Procurement Unit, leading to the establishment of a series of framework agreements awarded by the London Borough of Hammersmith &amp; Fulham acting on behalf of Brent for the supply of home care, including housing related support and "integrated" home care across older people, mental health, learning disabilities and physical disabilities sectors.</p> <p>RESOLVED:</p> <p>(i) that approval be given to the Council participating in a collaborative procurement exercise run through the West London Joint Procurement Unit as part of the Shared Solutions Project (SSP), leading to the establishment of series of framework agreements by the London Borough of Hammersmith and Fulham for the supply of home care across older people, mental health, learning disabilities and physical disabilities; and</p> <p>(ii) that approval be given to the collaborative procurement exercise described in paragraph 2.1 being exempted from the normal requirements</p>

**London Borough of Brent – Summary of Decisions taken by the Executive on Monday, 19 October 2009 (continued)**

Agenda Item No	Item	Ward(s)	Decision
			of Brent’s Contract Standing Orders in accordance with Contract Standing Orders 85(c) and 84(a) on the basis that there are good financial and operational reasons as set out in paragraphs 4.1 to 4.9 of the report.
10.	Authority to participate in a West London collaborative procurement for residential and nursing care for adults	All Wards;	<p>This report requests approval to participate in a collaborative procurement to set up a series of Framework Agreements for the provision of home care for adults as required by Contract Standing Order 85. The Executive is being asked to give approval to the Council participating in a collaborative procurement exercise run through the West London Joint Procurement Unit, leading to the establishment of a series of framework agreements awarded by the London Borough of Hammersmith and Fulham acting on behalf of Brent for the supply of home care, including housing related support and “integrated” homecare across older people, mental health, learning disabilities and physical disabilities sectors.</p> <p>RESOLVED:</p> <p>(i) that approval be given to the Council participating in a collaborative procurement exercise run through the West London Joint Procurement Unit as part of the Shared Solutions Project (SSP), leading to the establishment of series of framework agreements by the London Borough of Hammersmith and Fulham for the supply of home care across older people, mental health, learning disabilities and physical disabilities; and</p> <p>(ii) that approval be given to the collaborative procurement exercise described in paragraph 2.1 being exempted from the normal requirements of Brent’s Contract Standing Orders in accordance with Contract Standing Orders 85(c) and 84(a) on the basis that there are good financial</p>

**London Borough of Brent – Summary of Decisions taken by the Executive on Monday, 19 October 2009 (continued)**

Agenda Item No	Item	Ward(s)	Decision
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			and operational reasons as set out in paragraphs 4.1 to 4.9 of the report.
11.	Theme for main programme funding 2010/13	All Wards;	<p>This report informs Members of the new funding process for the Main Programme Grant (MPG) and the options for the next funding theme for the next financial year 2010. The report follows on from a previous report to the Executive last November where it was agreed to develop a new funding process for the MPG, which recommended a themed approach to funding and where a proportion of the MPG is allocated to a specific service priorities each year. The decision to establish a new funding process was taken following a review of the voluntary sector funding carried out by a Scrutiny Task Group in May 2007.</p> <p>RESOLVED:</p> <p>(i) that crime/community safety with regeneration be merged to form a single theme;</p> <p>(ii) that Crime/Community Safety and Regeneration be selected as the funding themes for 3 years commencing April 2010, and that ‘sustainability be considered as the funding theme for 2011;</p> <p>(iii) that the grant to 17 currently funded organisations groups that fall within the proposed theme for 2010 be discontinued. Details of these groups are listed in Appendix A;</p> <p>(iv) that £347,187 be allocated from the MPG budget to the proposed theme in 2010;</p> <p>(v) that funding to 12 organisations that fall within the theme of</p>



**London Borough of Brent – Summary of Decisions taken by the Executive on Monday, 19 October 2009 (continued)**

Agenda Item No	Item	Ward(s)	Decision
			<p>'sustainability' be renewed. These groups will need to complete an application form for their annual funding at the same level as 2009/10. These organisations are listed in Appendix B; and</p> <p>(vi) to approve 3 months' exit fund to organisations whose services fall within the proposed theme for 2010 but who may chose not to apply or may be unsuccessful in their bid for the new fund.</p>
12.	Safeguarding Vulnerable Adults - Update on CSCI Action Plan and Mental Capacity Act, Deprivation of Liberty requirements	All Wards;	<p>This report provides an update following the report to Executive in July 2008, detailing the outcomes and action plan from the CSCI inspecting of safeguarding vulnerable adults, which is now completed and ongoing monitoring will be carried out by the Safeguarding Adults Board, which reports to the Adult Strategic Partnership. The report summarises and updates on national and London developments concerning safeguarding adults legislation and procedures. It also provides information on Brent developments for safeguarding, including arrangements with NHS Brent for the implementation of the Mental Capacity Act Deprivation of Liberty safeguards from April 2009.</p> <p>RESOLVED:</p> <p>(i) that the progress made in implementing the CSCI action plan be noted;</p> <p>(ii) that the national and local developments concerning safeguarding adults and joint arrangement with NHS Brent on the Mental Capacity Act Deprivation of Liberty Safeguards be noted; and</p> <p>(iii) that the decision which has been made to secure an Independent</p>

**London Borough of Brent – Summary of Decisions taken by the Executive on Monday, 19 October 2009 (continued)**

Agenda Item No	Item	Ward(s)	Decision
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			Chair for the Safeguarding Adults Board be affirmed.
13.	Key issues in implementation of personalisation of adult social care - Direct Payments	All Wards;	<p>The Adult Social Care service has been in the process of implementing the Putting People First policy since December 2007, a key part of which is Direct Payments. The next steps require some specific decisions and a strategic review. The decisions required will resolve the difficulties arising from a procurement exercise for Direct Payment support such that the service is secured pending a wider strategic review.</p> <p>RESOLVED:</p> <p>(i) that the discontinuation of the tender process in 2009/10 for a new Direct Payments support service be noted;</p> <p>(ii) that a short extension of up to 3 months to a contract with the Penderels Trust for a Direct Payments support service from the current expiry date of 31 October 2009 be approved;</p> <p>(iii) that authority to the Assistant Director of Community Care be delegated to negotiate with Penderels Trust about the terms for the extension described in paragraph 2.2;</p> <p>(iv) that the transfer of this Direct Payment support service and associated resources from Penderels Trust to the Council on expiry of the contract extension referred to in paragraph 2.2 be approved;</p> <p>(v) that the fact that bringing the service in-house as described in paragraph 2.4 will result in a TUPE transfer of the current Penderels staff to the Council be noted; and</p>

**London Borough of Brent – Summary of Decisions taken by the Executive on Monday, 19 October 2009 (continued)**

Agenda Item No	Item	Ward(s)	Decision
			<p>(vi) that it be approved that the Director of Housing and Community Care undertake a strategic review of all relevant support services and resources required to implement the Putting People First policy and report back in February 2010.</p>
14.	Petition for changes to consultation process	All Wards;	<p>This report has been prepared in response to a petition presented to Brent Council – to request that all future consultations include every voter on the electoral register who is resident in the consultation area.</p> <p><b>RESOLVED:</b></p> <p>(i) that the report be noted, but that officers be instructed not to adopt the petitioners’ suggestion that the electoral register be used for all future consultations for the following reasons:</p> <p>There are two versions of the electoral register – the Full Register which contains the names of all registered electors and the Edited Register which only contains the names of those electors who have agreed to have their details publicly available.</p> <p>Access to the full register is strictly controlled under the Representation of People legislation (2002). It may only be used for a very limited number of reasons and consultation by the local authority is NOT a permitted use of the full version of the electoral register.</p> <p>The edited version of the electoral register can be used for consultation purposes but such usage would exclude significant numbers of electors</p>

**London Borough of Brent – Summary of Decisions taken by the Executive on Monday, 19 October 2009 (continued)**

Agenda Item No	Item	Ward(s)	Decision
			<p>who have opted not have their contact details publicly available.</p> <p>There is no evidence that the use of the edited version of the electoral register for consultation purposes would provide value for money.</p> <p>(ii) that service areas be recommended to ensure that consultation documents make it clear that consultations are open to all residents within a single household.</p>
15.	Annual Complaints Report 2008/09	All Wards;	<p>This report provides information about complaints against Brent Council considered by the Local Government Ombudsman; comments on the Council's performance under our own performance; and reports on developments in the Council's complaint handling. The annual reports on the operation of the statutory social care complaints process are presented with this report to give Members a comprehensive picture of complaints made against the Council.</p> <p>RESOLVED:</p> <p>that the information contained in this report be noted.</p>
16.	Authority to tender contracts for banking services, card acquiring and bill payment services	All Wards;	<p>This report concerns the future provision of the Council's Banking Services, Card Acquiring, and Bill Payment Service contracts. This report requests approval to invite tenders in respect of the proposed Card Acquiring contract to start 2 January 2011 and the Banking Service and Bill Payment Services contracts to start 1 April 2011, as required by Contract Standing Orders 88 and 89.</p>

**London Borough of Brent – Summary of Decisions taken by the Executive on Monday, 19 October 2009 (continued)**

Agenda Item No	Item	Ward(s)	Decision
			<p>RESOLVED:</p> <p>(i) that approval be given to the pre-tender considerations and the criteria to be used to evaluate tenders for the Council's Banking Services, Card Acquiring, and Bill Payment Services as set out in paragraph 3.13 of the report; and</p> <p>(ii) that approval be given to officers to invite tenders in respect of the Council's Banking Services, Card Acquiring, and Bill Payment Service contracts and evaluate them in accordance with the approved evaluation criteria referred to in paragraph 2.1 above.</p>
17.	Proposed disposal of 38 Craven Park Road, Harlesden, NW10	Harlesden;	<p>This report seeks the Executive's approval to the disposal of a building currently used for adult education purposes but which will become surplus to requirements subsequent to the relocation of the service to Harlesden Library.</p> <p>RESOLVED:</p> <p>that the Head of Property and Asset Management be authorised to dispose of the property with vacant possession by way of auction, on such terms as he considers appropriate provided that such reserve price as he considers appropriate is achieved.</p>
18.	NDC Succession Strategy and South Kilburn Neighbourhood Trust Business Plan	Kilburn;	<p>This report and the appendices comprise the comprehensive NDC Succession Strategy for approval by LB Brent, as required by CLG Guidance Notes 44 and 44a, including a business plan for South Kilburn Neighbourhood Trust. The report also seeks further approvals in relation to</p>

**London Borough of Brent – Summary of Decisions taken by the Executive on Monday, 19 October 2009 (continued)**

Agenda Item No	Item	Ward(s)	Decision
			<p>the sale of the “Texaco” site and the potential site for the Healthy Living Centre in support of the SKNT Business Plan.</p> <p>RESOLVED:</p> <p>(i) that the key elements of the comprehensive NDC Succession Strategy as outlined in this report and appendices be approved; this complies with CLG Guidance Notes 44 and 44a, and has been approved by South Kilburn Partnership Board, see Appendix 2 attached;</p> <p>(ii) that an amendment to the terms of the “overage” agreement with South Kilburn Neighbourhood Trust be approved in relation to the sites at 58 Peel Precinct as referred to in paragraph 3.8 below and Appendix 1;</p> <p>(iii) the transfer of the proposed Healthy Living Centre site in Peel Precinct to the South Kilburn Neighbourhood Trust at nil consideration be agreed, subject to a further report to The Executive from the Directors of Finance and Policy and Regeneration, setting out the detailed terms of the proposed disposal; and</p> <p>(iv) that the South Kilburn neighbourhood Trust Business Plan as attached in Appendix 3 be approved.</p>
19.	Brent Civic Centre - concept design proposals and authority to tender contract for a design and build contractor	All Wards;	This report follows the report taken to Executive in March 2008 when Members agreed to the procurement and delivery of a new Civic Centre in the Wembley Regeneration area. In May 2008 Members approved the choice of site as the former Palace of Industry site, Engineers Way. Following subsequent reports Members approved appointments of project team members and the use of a Design and Build contractor for the

**London Borough of Brent – Summary of Decisions taken by the Executive on Monday, 19 October 2009 (continued)**

Agenda Item No	Item	Ward(s)	Decision
			<p>construction phase. Significant progress has been made in the last 8 months and with the appointment of the design team, a concept design has now been prepared and the brief refined to further strengthen the business case. A central component of the Council’s Efficiency and Improvement strategy and One Council vision, the project remains cost neutral, whilst providing scope for even greater benefits to Brent’s residents. This report now requests approval for the concept design and approval for the tendering strategy for the Design and Build contractor.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> <li>(i) that the Concept design as described in section 5 of the report be approved;</li> <li>(ii) that the conclusions of the updated Strategic Business Case appended at Appendix 4 be noted;</li> <li>(iii) that approval be given to the pre-tender considerations and the criteria to be used to evaluate tenders for the Design and Build Contractor for the Civic Centre as set out in paragraph 8.3;</li> <li>(iv) that approval be given to officers to invite tenders for the Design and Build Contractor in accordance with European procurement regulations using the Restricted Procedure and to evaluate them on the basis and in accordance with the approved evaluation criteria referred to in paragraph 2.3 above;</li> <li>(v) that an exemption from standing orders be given to allow the appointment of Consarc as external Architectural Advisor without following</li> </ul>

**London Borough of Brent – Summary of Decisions taken by the Executive on Monday, 19 October 2009 (continued)**

Agenda Item No	Item	Ward(s)	Decision
			<p>a quotation process, for the good operational and/ or financial reasons set out in paragraph 8.5 of the report;</p> <p>(vi) that a revised car parking proposal be agreed for the provision of up to 158 spaces (146 regular bays, 12 disabled / parent and child bays) in the new Civic Centre, subject to eventual approval by the Council's Planning Committee, following a detailed traffic impact assessment – all spaces to be chargeable according to a tariff to be agreed by the Council's Highways and Transportation Committee; and</p> <p>(vii) that officers be instructed to negotiate with nearby commercial providers to gain access to a total of up to 200 additional car parking spaces within the immediate vicinity of the Civic Centre to accommodate both additional parking requirements, both during and outside normal office hours – all spaces to be chargeable to users in such a way that there is no additional net cost to the Council.</p>



# Agenda Item 7a

<b>BRIEFING NOTE FOR:</b>	Forward Plan Select Committee
<b>DATE:</b>	3 <sup>rd</sup> November 2009
<b>SERVICE AREA:</b>	Property & Asset Management

<b>Report ref:</b>	F&CR -09/10-
<b>Report title:</b>	<b>Proposed Disposal of 38 Craven Park Road, Harlesden, NW10</b>


Request for a briefing note to the meeting on the 3<sup>rd</sup> November 2009 providing information as to whether this building had been considered as a Children's Centre instead of Challenge House.

## **SUMMARY**

38 Craven Park was not considered particularly suitable for Childrens Centre use due to access issues. In addition funding for the Harlesden Library refurbishment is reliant on raising a capital receipt from the sale of 38 Craven Park. Challenge House is a larger building with high visibility for service provision. It is also in better condition than 38 Craven Park and has a reasonably good clear space at ground floor level with a large community meeting room which is reasonably accessible to wheelchair users. In addition there are clawback conditions associated with the original purchase of Challenge House which are likely to result in a dispute with Central Government requiring some financial recompense if we were to dispose of the building. It is also our only significant building in central Harlesden apart from the library.

The Children's Centre capital funding must be spent by March 2011 with an expectation from Central Government that children's centres will be opened as close to March 2010 as possible.

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	<p style="text-align: center;"><b>Executive</b> <b>19 October 2009</b></p> <p style="text-align: center;"><b>Report from the Director of Finance and Corporate Resources</b></p>
<p style="text-align: right;">Ward Affected: Harlesden</p>	
<p><b>Proposed Disposal of 38 Craven Park Road, Harlesden, NW10</b></p>	

Forward Plan Ref: F&CR-09/10-10

The report has the following attachments:

- Appendix 1 –location plan

## **1.0 Summary**

- 1.1 This report seeks the Executive’s approval to the disposal of a building currently used for adult education purposes but which will become surplus to requirements subsequent to the relocation of the service to Harlesden Library.

## **2.0 Recommendation**

- 2.1 The Executive authorise the Head of Property and Asset Management to dispose of the property with vacant possession by way of auction, on such terms as he considers appropriate provided that such reserve price as he considers appropriate is achieved.

## **3.0 Detail**

- 3.1 The Council holds the freehold of 38 Craven Park Road. It was built at the turn of the century and is situated over four storeys. It is located, as shown on the attached plan, at the junction of Craven Park Road and Manor Road. Originally a residential property it is currently occupied by Brent Adult and Community Education (BACES), and is used for educational purposes. BACES are moving to new mezzanine floor space currently being created for their use within Harlesden Library which is due to re-open following extensive refurbishment in early 2010.

- 3.2 The premises at Harlesden Library will be more suitable for BACES needs as the space to be occupied by BACES has been designed specifically for their requirements and will be DDA compliant. Furthermore, the Harlesden Library has been designed to be a hub of library and community space in one centre and is another “Library Plus” building.
- 3.3 The potential availability of this property for alternative Council uses was highlighted at the Council’s Assets and Capital Board. Whilst there was some initial interest no bids were received and therefore the property is considered to be surplus to requirements. In accordance with the Council’s policy on assets where no alternative uses are identified the property is then considered for disposal.
- 3.4 It is therefore proposed, subject to Member approval, to place this property into auction as soon as vacant possession has been obtained. Clearly possession will only take place at a time convenient to the BACES which will need to maintain continuity of service until it is able to relocate to Harlesden Library.

#### **4.0 Financial Implications**

- 4.1 It is proposed that an auction reserve price be agreed with the appointed auctioneer at a figure considered by the Head of Property and Asset Management to reflect a realistic market value for the property.
- 4.2 Provision shall be made from the sale proceeds for the disposal costs, including Auctioneers commission, legal costs, and the administrative costs of Property and Asset Management.
- 4.3 The current Environment and Culture capital programme includes a sum of £250k as a contribution to the total costs of the Harlesden Library refurbishment project, to be funded from the capital receipt arising from the sale of this property. If this contribution is not arising it will put pressure on the remaining capital programme to provide the funding to meet this element of the project costs. In addition the overall resourcing of the capital programme includes a forecast target of £1.576m in 2009/10 to be derived from the Corporate Property Disposals Programme, any net sums arising from the sale of this property in excess of the required library funding will contribute to this target. The reserve figure applied to this sale at auction will be in excess of the £250,000 required to be achieved as part of the council's capital receipts programme.

#### **5.0 Legal Implications**

- 5.1 The value of this property is in excess of the value of properties which can be sold under the delegated authority of the Head of Property and

Asset Management. As such the Executive needs to agree to this disposal before this can be undertaken.

- 5.2 Under Section 123 of the Local Government Act 1972 the Council has a general power to dispose of properties including by way of the sale of the freehold or the grant of a lease. The essential condition is that the Council obtain (unless it is a lease for 7 years or less) the best consideration that is reasonably obtainable
- 5.3 Disposals on the open market, including by way of auction, after proper marketing will satisfy the best consideration requirement.

## **6.0 Diversity Implications**

- 6.1 Whilst this is currently a building in community use and a loss of such use would be resisted the Council is making improved alternative provision in the near-by public library which is currently undergoing extensive refurbishment at a cost of £2.5M.
- 6.2 The plans for the new site, however, have not been able to accommodate the relocation of the crèche from the current BACES site in Harlesden. This will mean that those learners with children studying at the BACES site will need to be supported to find suitable alternative crèche provision within the Harlesden area or at the nearby BACES site in Stonebridge.
- 6.3 Whilst the exact numbers of users of the crèche provision cannot be predicted, the average number of children using the crèche at any one session in the 08/09 academic year was low at just under 3.5 children per session, and the number of learners being supported with crèche provision at any one session would approximately be the same.

## **7.0 Staffing/Accommodation Implications**

- 7.1 Most of the staff currently working from the BACES Harlesden site will transfer to the new Harlesden Library Plus site. This includes teachers, managers and administrators. However, because the new site cannot accommodate the crèche BACES will not be able to run a crèche on this site.
- 7.2 One part-time crèche manager post and 1 part-time crèche assistant post will therefore be at risk. Staff will be offered suitable redeployment opportunities within BACES and across the Council. The posts will become redundant from 31<sup>st</sup> March 2010 if no suitable redeployment opportunities can be found. This will be managed in accordance with the Council's 'Managing Organisational Change' policy.

## **8.0 Background Papers**

- 8.1 Property Files of the Head of Property and Asset Management, Finance and Corporate Resources Department.

### **Contact Officers**

- 9.1 Dipal Patel, Estates Surveyor, Property and Asset Management, Finance and Corporate Resources Department, Room 1A, Town Hall Annexe, Forty Lane, Wembley HA9 9HD.

Any person wishing to inspect the above papers should contact the above officer on tel: 020 8937 1318.

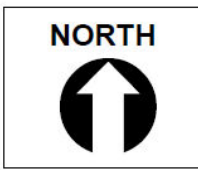
DUNCAN McLEOD  
Director of Finance and Corporate Resources

**EXECUTIVE COMMITTEE**

**38 Craven Park Road,  
Harlesden NW10 4AB.**



Premises shown edged  
and cross-hatched black.  
Plan for information purposes only.  
**PREPARED BY PROPERTY & ASSET MANAGEMENT**  
"Unlocking the Potential"



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**Briefing note on a report included in the Forward Plan Issue 2009/10**

**SERVICE AREA:** Environment and Culture

Report ref	Report title
E & C -09/10-17	<b>A Cultural Strategy for Brent 2010 - 2015</b>
<p><b>Summary:</b></p> <p>The current Brent Cultural Strategy was produced in 2006 and is a three year strategy ending December 2009. Whilst the strategy recognised the role of partners in the overall delivery of a cultural offer for Brent it is a Brent Council Cultural Strategy with actions specific to Brent Council services only. In 2008 the Brent Culture, Sport and Learning Forum was set up bringing together key 'providers' of cultural 'activities' in the borough. The forum is chaired by Rachel Evans from the Fountain Studios, and members include representatives from the Tricycle Theatre, Wembley Arena, Wembley Stadium, Wembley Plaza Hotel, College of North West London, BTWSC, Patidar Centre, Brent Community Sport and Physical Activity Network, the regional cultural agencies and a number of council officers. The Forum is a sub-group of the Local Strategic Partnership and one of its key tasks is to produce a new cultural strategy for the borough.</p> <p>The Culture, Sports and Learning Forum has taken a lead in developing the new strategy and held a facilitated workshop in March to agree the key issues and objectives to be included within the document. In general, the Forum felt that the existing strategy was too 'long and wordy' and that the new strategy should be a much shorter, easy read which concentrated on developing key principles or objectives that all providers in the borough could sign up to. The strategy highlights the key objectives that the Forum have agreed are the main issues that all partners should address when delivering services if the shared vision for culture in Brent is to be achieved.</p> <p>A 12-week consultation period was undertaken this summer, starting on 20<sup>th</sup> July and finishing on 9<sup>th</sup> October. Brent Council led on the consultation on behalf of the Forum, although a number of Forum members were present at the public meetings. A range of consultation methods were used to gain maximum feedback, and the following provides an overview:</p> <p>The draft strategy was available on the Councils website and a questionnaire was included on the consultation tracker. It was also available on the BRAIN website.</p> <p>An article and details on how to comment on the Strategy was included in the September issue of the Brent Magazine and in the Wembley Observer.</p> <p>The draft Strategy was emailed to over 400 local organisations along with an accompanying letter explaining how to comment on it.</p> <p>The draft Strategy was emailed to all Councillors and Senior Officers along with an accompanying letter explaining how to comment on it.</p> <p>Two public meetings were held (one at Bridge Park Community Leisure Centre and one at Willesden Green Library Centre) during September.</p> <p>The draft Strategy was sent to each diversity forum and representatives offered to attend a Forum meeting to discuss the Strategy if required. The Brent Multi Faith Forum was the only Forum who requested someone to attend.</p>	

**Nature of Decision to be taken/Intended Outcome:** The Council will be asked to agree the Cultural Strategy as one of the partners involved in it's production.

**Timescale for decision:** Executive 14<sup>th</sup> December 2009

**Contact Details:** Sue Harper, Assistant Director, Leisure and Registration Ext 2159  
Neil Davies, Deputy Head of Libraries, Arts and Heritage Ext 2517



## Forward Plan Select Committee 3<sup>rd</sup> November 2009

### Report from the Director of Housing & Community Care

For Action

Wards Affected:  
ALL

#### **Authority to Participate in a West London Collaborative Procurement for Residential and Nursing Care for Adults Authority to Participate in a West London Collaborative Procurement for Home Care**

Request for a briefing note to the meeting on the 3<sup>rd</sup> November 2009, on both these items, providing information as to what gains, aside from savings, would there be for service users and whether residential and nursing care would stay in the borough.

#### **Gains for service users**

The collaborative tenders are intended to use the combined buying power of six West London boroughs (Brent, Hammersmith and Fulham, Ealing, Hillingdon, Harrow and Hounslow) to achieve three things:

1. Negotiate lower prices with providers, especially the large providers who operate in more than one borough.
2. Ensure that people who choose to take Individual Budgets can buy from approved providers, who have been through a checking process as part of the tender, at the agreed Local Authority rate.
3. Establish quality standards for providers that we can monitor, improving the services that people receive in both home care and residential and nursing care.

Negotiating lower prices (1) will not necessarily have a direct effect on service users, as the welfare benefit rules and the charging policy remain the same. However, they will benefit indirectly, as the control of costs will help us maintain the level of services that we can provide, assisting us in avoiding service cuts or the raising of the eligibility criteria in the future.

The direct benefits will accrue from (2) and (3). Firstly, there will be a list of at least some providers that people with Direct Payments (DP), or Individual Budgets without a DP, will be able to buy from at the local authority price, knowing that they are a provider that met Council criteria at the point of tender. We hope that this will provide some help to people who do not have families or close friends to assist and support them in their choice of where to spend their money.

Secondly, we are insisting that only providers who have achieved 2 or 3 star ratings from the Care Quality Commission (CQC), ie, those that are rated as “good” or “excellent” can be part of the framework. Those with 0 or 1 star ratings will not be included, with possibly some exception made for new providers who are classified as Not Yet Rated, because they are less than a year old. This will provide service users with a level of protection against very poor provision.

Thirdly, we are also developing an “outcome specification” for the tender which means that we will be monitoring providers on whether or not they help people maintain their health and wellbeing, which we believe will give people the opportunity to choose a more flexible service that better meets their needs, rather than being restricted to the services the Council traditionally buy.

### **Residential and Nursing Care – remaining in the borough**

Current placements will not be affected by the tender, regardless of the results of the tender. Further, the tender will result in a Framework Agreement, which means that we do not have to use (“call off from the contract”) the providers if it is evident that the providers will not meet a need, including a need to remain in the borough. In older people’s services we have two large providers, Southern Cross and Care UK, with homes in Brent. We expect these providers to bid in the tender and become part of the framework agreement. We will still be able to spot purchase from homes that are not part of the framework should this best meet people’s needs, both in and out of Brent.

We already place a substantial number of people out of borough, usually for one of the following three reasons:

- The service user wishes to move out of borough to be nearer friends and family.
- The service user has very specific needs that can only be met by a specialist provider (this is often the case, for example, for people with learning disabilities and autism, or people who are deaf blind)
- We have a good quality home with a place available that is in a neighbouring borough, but is easy to reach from Brent. We use a home that is in Barnet, for example, that is of good quality and valued by the residents and families. We expect this category to decrease as the homes in Brent with 0 and 1 star rating improve their standards and we feel confident placing there, but there will still be some families who live

near a borough boundary where a home that is only a few streets away – but happens to be in another borough – is preferable in terms of access than a home that is in Brent but over the other side of the borough and is consequently time consuming and difficult to reach by public transport.

The tender will not increase the amount of residential and nursing home care available in Brent, but as we are strongly encouraging homes to improve their standards, we expect it to increase the number of providers with two and three star ratings.

Officer's contact:

Linda Martin

6<sup>th</sup> floor

Mahatma Gandhi House

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**Executive  
19 October 2009**

**Report from the Director of  
Housing and Community Care**

Wards Affected:  
ALL

**Authority to participate in a West London collaborative  
procurement for residential and nursing care for adults**

Forward Plan Ref: H&CC-09/10-15

**1.0 Summary**

- 1.1 This report requests approval to participate in a collaborative procurement to set up a series of Framework Agreements for residential and nursing care for adults as required by Contract Standing Order 85.
- 1.2 The Executive give approval to the Council participating in a collaborative procurement exercise run through the West London Joint Procurement Unit, leading to the establishment of a series of framework agreements awarded by the London Borough of Hillingdon acting on behalf of Brent for the supply of residential and nursing care across older people, mental health, learning disabilities and physical disabilities sectors.

**2.0 Recommendations**

- 2.1 The Executive give approval to the Council participating in a collaborative procurement exercise run through the West London Joint Procurement Unit as part of the Shared Solutions Project (SSP), leading to the establishment of a framework agreement by the London Borough of Hillingdon for the supply of residential and nursing care across older people, mental health, learning disabilities and physical disabilities.
- 2.2 The Executive give approval to the collaborative procurement exercise described in paragraph 2.1 being exempted from the normal requirements of Brent's Contract Standing Orders in accordance with Contract Standing Orders 85(c) and 84(a) on the basis that there are good financial and operational reasons as set out in paragraphs 4.1 to 4.9 of the report.

### **3.0 Background**

- 3.1 On the 23<sup>rd</sup> July 2008, the West London Alliance (WLA) Leaders and Chief Executives meeting agreed to set up a West London Joint Procurement Unit (JPU) as part of the Shared Solutions Project, (SSP) following a report from Deloitte. The aim was to realise the efficiencies that could be released by exerting the aggregate buying power of the boroughs and by more expert procurement approaches.
- 3.2 An Interim Procurement Director was appointed in January 2009 to take forward the project. There were concerns about the slow progress of the SSP but the WLA Leader and Chief Executives Group confirmed their commitment to the project and asked the Interim Procurement Director to explore the options and report back in three months with a business plan and potential savings from a collaborative approach.
- 3.3 On the 7<sup>th</sup> July 2009 the JPU Programme meeting heard a report on setting up the unit and identified three main programme strands, (1) procurement, (2) policy and intelligence and (3) market engagement. The strands were broadly agreed but more information was required and the overall approval from the WLA Leaders and Chief Executive's meeting withheld until the next meeting on the 15<sup>th</sup> September 2009.
- 3.4 Under the Procurement main programme strand, the WLA Directors meeting of the 31<sup>st</sup> July 2009 approved the final pattern of 8 workstreams. One of these workstreams was the collaborative procurement of residential and nursing care, and pending the approval of 15<sup>th</sup> September, work was started to prepare the tender.

### **4.0 Procurement**

- 4.1 It is considered that the proposed joint tender by the WLJPU is the best market option available to the council at this time. This is because the joint levels of spend across the different authorities is likely to be attractive to a high number of quality service providers who will be able to ensure more competitive rates due to economies of scale, more effective market management and more service flexibility. In contrast, a service procured directly by Brent will not benefit from the economies of scale.
- 4.2 The new frameworks will be let as a collaborative procurement led by Hillingdon. It will therefore be tendered according to Hillingdon's standing orders. Brent is fully represented on the tender groups. Within the Housing and Community Care Directorate, the Assistant Director of Transformation and the Head of Service Development and Commissioning have been part of the workshops and the Head of Service Development and Commissioning is a member of the Project Group. A procurement officer and a finance officer are both engaged in the development of the specifications and terms and conditions.
- 4.3 The tendering process will have already been commenced by the placing of adverts by the time the Executive considers this report, however at this



stage there is no commitment to potential tenderers that Brent will definitely participate. However while the final procurement timetable has not yet been confirmed, it is likely that the Invitation to Tender stage will start as soon as is possible, and as officers wish to have a full role in the shaping of the service specification it is necessary to obtain Executive approval now. The proposal is to begin the formal procurement process by placing the initial OJEU advertisement on the 25<sup>th</sup> September 2009. The timetable for this is set out in Appendix A below.

- 4.4 We are anticipating that we will have multiple suppliers on each framework to accommodate the demand, and to accommodate the varying needs of the different service user groups. The following categories of care are included in the tender :

### **Older People**

Elderly frail residential care  
Elderly frail residential dementia care  
Elderly frail Nursing Care  
Elderly frail nursing dementia care  
Respite care (for each of the above types of care)  
Immediate Care (rehabilitation)  
Step down beds (Temporary beds)  
Assessment beds

### **Specialist Adults**

Learning Disabilities  
People with physical and/or sensory disabilities  
Mental Health Problems

- 4.5 It is anticipated that the new frameworks would be for a period of four years, with a possible two year extension. They are intended to be in place by June 2010. The current spend on residential and nursing care across all of the client groups by Brent is £37,000,000 a year. Not all of this spend will be affected by the new frameworks as individual spot purchased placements will still be required to meet individual needs, and our small providers that choose to tender may not be able to give us savings based on economies of scale. It will therefore not be in Brent's interests to commit to using the frameworks on an exclusive basis; commitment on a non-exclusive basis will ensure that individual needs are met, allow service users choice, and ensure that small providers are not excluded from all future placements. However in Brent we spend £4,300,000 with our two largest providers in older people's services and a saving of 1% on these placements would realise a saving of £43,000 per year if we can negotiate an immediate reduction on existing placements, though there would be no contractual requirement for providers to reduce their prices for placements not let under the framework. These savings could increase as we place more business with the successful providers.

4.6 The work carried out previously by Deloitte in 2008 indicated the scale of the expenditure on adult social care services in West London. In aggregate the West London boroughs' spend is larger than that of any other authority in the country. This strongly suggests that there is a significant opportunity to develop a new, more proactive and productive relationship with the provider market than would be possible for individual boroughs. The analysis carried out by Deloitte has been reinforced by the outputs from project 1 of the WLA efficiencies programme as set out in the table below. This shows a annual spend within the private and voluntary sector across the Boroughs of approx £177m (approx ¼ million weeks),

£k	Brent	Harrow	H&F	Ealing	Hounslow	Hillingdon	Total
<b>P&amp;V Residential</b>							
OPS	9,145	6,796	4,192	12,703	4,595	10,069	47,500
PPSD	2,031	435	1,012	1,603	466	1,363	6,910
LD	9,053	8,337	5,795	9,982	9,647	9,311	52,125
MH	4,012	TBC	1,976	3,773	1,188	1,231	12,180
<b>P&amp;V Res Total</b>	<b>24,241</b>	<b>15,567</b>	<b>12,975</b>	<b>28,062</b>	<b>15,896</b>	<b>21,974</b>	<b>118,715</b>
<b>P&amp;V Nursing</b>							
OPS	11,615	4,569	10,550	8,296	4,721	8,916	48,667
PPSD	2,083	435	1,012	1,603	466	1,363	6,962
LD	40	206	146	491	TBC	373	1,255
MH	TBC	TBC	490	704	145	83	1,422
<b>P&amp;V Nurs Total</b>	<b>13,738</b>	<b>5,210</b>	<b>12,198</b>	<b>11,094</b>	<b>5,332</b>	<b>10,734</b>	<b>58,307</b>
<b>P&amp;V Total</b>	<b>37,979</b>	<b>20,777</b>	<b>25,173</b>	<b>39,156</b>	<b>21,228</b>	<b>32,708</b>	<b>177,022</b>

Source: PSSEX1 (2008/09 draft returns)

4.7 At present the evaluation criteria that will be used to evaluate tenders have not been finalised. Nor is it clear how the evaluation process will be run for this collaboration. However it is clearly in Brent's interests to be fully part of the development of the evaluation criteria and the evaluation process to ensure that the suppliers can meet the needs of the people of Brent. It should also be noted that as it will be Hillingdon that runs the tender process, it will be responsible for ensuring that this is done in accordance with sound procurement principles.

4.8 The advantage of Brent being part of the ITT process is that the Council can influence the specification for the service and therefore address some of the weaknesses in the current Brent arrangements. The more boroughs included at ITT stage, the more likely bidders will be able to tailor their product to meet the requirements of the tender. There are however some risks to participation and section 6 (below) addresses these.

4.9 The provision of residential and nursing care are both part B services under the European procurement regime. However, as this is potentially an “exemplar” project the Project Board of the WLJPU decided that the OJEU route should be used. This takes into account the overall value of the tender and the pathfinding nature of a collaborative tender of this size.

## **5.0 Service Improvement**

5.1 The service specifications will need to ensure that only homes that meet minimum standards in terms of the quality of their service can be included in the framework agreement. Brent’s current policy on this is that we only make new placements in residential and nursing care homes with a two or three star rating awarded by the Care Quality Commission. Brent will seek to influence the expression of interest documentation to ensure that only homes meeting these requirements are invited to tender. We also wish to ensure that our increased purchasing power translates into improved ability to influence the type and nature of the service, including improved outcomes in the areas of health and wellbeing for users of the services.

## **6.0 Key Risks**

6.1 Collaborative procurements work best if all the participants have common requirements. As indicated above, one risk for the project is that if the participating boroughs are not able to agree any part of the tender, then Hillingdon as lead borough will have final say. While there is no indication at present that this is likely to occur, it would be expected that in such a situation Hillingdon would make a decision based on the views of the majority, which may not be in accordance with Brent’s requirements. If by the end of the procurement process it became apparent that the framework agreements that Hillingdon were about to award did not reflect Brent needs, then it would be open to Brent not to use the frameworks and consider other options, such as running its own tender exercise for its own frameworks or joining with one or more other boroughs. While such fall-back options would be costly in terms of officer resources, including those spent in the abortive collaborative procurement, the Council would at least be able to continue its current spot-purchasing arrangements for new placements.

6.2 The second risk is that no savings are realised, or that in equalising prices from each supplier across boroughs Brent may in fact need to increase payments to one or more supplier so that the overall savings are not made. In this scenario it is open to the Council not to call off from the framework and continue with the current arrangements.

6.3 Existing placements could only be brought within the framework with the consent of the provider, who would have to consent to moving onto the framework terms including on price. Where this does not occur the existing placement would continue exactly as before. There is no risk to current residents in this exercise. Current residents would not be required to move.

## **7.0 Financial Implications**

7.1 The current annual spend on residential and nursing care in Brent is around £37million. Not all of the spend will be effected by the contract as individual spot purchase placements from out of Borough will not be changed. Officers are hopeful that participating in the framework will lead to savings on this spend, however these cannot be quantified at this stage. In the event that the tendered prices on the framework exceed the prices currently being paid by Brent, then these increase costs will not be passed on to Brent, as Brent is not committed to using the framework.

7.2 The estimated costs of the tender processes are £20,000. These will be met within adult social care resources.

## **8.0 Legal Implications**

8.1 The Council has a statutory duty to provide residential accommodation under the National Assistance Act 1948 for the elderly, chronically ill and disabled service users. Local authorities are under a duty to carry out a community care assessment on those who may be in need of services under section 47 of the National Health Service and Community Care Act 1990, and consequently this assessment of need may result in a service user being assessed as needing either residential or nursing care. Once this community care assessment is carried out, and it has been assessed that accommodation is to be provided, then the Council is bound by the provisions of the National Assistance Act 1948 (Choice of Accommodation) Directions 1992 to give people choice about where they are accommodated.

8.2 For these reasons (ie the need for choice and the statutory duty to provide accommodation that meets a service user's needs as identified in the community care assessment) the Council cannot commit that it will always use the frameworks for every individual placement. If any guarantee of exclusivity were given the Council would be at risk of breaching its statutory duties to individual service users.

## **Procurement Implications**

8.3 What is being proposed to be set up here is a series of framework agreements, and there will be an individual call-off from one of these framework agreements each time that a service user requires residential accommodation and this can be delivered by a provider on the framework. At present it is not known how the call-off procedure will work if there is more than one provider on the relevant framework capable of meeting the needs of the service user, but this will need to be addressed.

- 8.4 Health and social services are Part B services under the European public procurement regime. This means that the procurement does not need to comply with these rules, both in relation to the tendering procedure and in relation to how framework agreements have to be structured.
- 8.5 In relation to Brent's internal requirements, participation in a collaborative procurement involving delegation of powers which leads to an award of contract or framework agreement that exceeds £500,000 in value requires Executive approval (Standing Order 85(a)). Here it is not clear how the framework will be structured, such that it is not clear whether Brent will be a party to the frameworks or will simply gain entitlement to make a call-off. However consent to participate is sought to cover the former structure applying because in that scenario Hillingdon will be awarding a contract on Brent's behalf. In addition, under Standing Order 85(c), the fact that the procurement does not follow Brent's own procedures also requires an exemption from the usual standing order tendering requirements under SO 84(a). The Executive has to be satisfied that there are good operational and / or financial reasons for granting the exemption.
- 8.6 Once the frameworks are in place, there is no requirement for further approval for the call-off contracts (placements) that will be made under the framework agreements, because there is a specific exemption under SO 86(e)(iii) in relation to contracts for individual personal services.

## **9.0 Diversity Implications**

- 9.1 Proposals in this report have been subject to screening and officers believe there are no diversity implications. Residential and nursing care services will be available to meet all cultural requirements. If appropriate provision for a particular service user is not available from the frameworks it will be purchased elsewhere.

## **Background Papers**

West London Alliance file

## **Contact Officers**

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Martin Cheeseman  
Director of Housing and Community Care



Appendix 1

**Timetable with OJEU notice at end September**

<b>ACTIVITY</b>	<b>TIMELINE</b>
Publication of notice in OJEU	25 <sup>th</sup> September 2009
Market “warming” day	TBA
Closing date for return of PQQs	20 <sup>th</sup> November 2009
Shortlisting (allowed 3 weeks)	w/beg 23 <sup>rd</sup> November 2009
Issue / dispatch of Invitations to Tender	w/ beg 14 <sup>th</sup> December 2009
Closing date for submission of tenderers’ queries	8 <sup>th</sup> January 2010
Deadline for response by WLA to tenderers’ queries	15 <sup>th</sup> January 2010
Closing date for receipt of tenders	29 <sup>th</sup> January 2010
Evaluation period (including dates for tenderers’ presentations and post tender clarifications)	February to mid – March 2010
Decision on contract award by WLA/ boroughs	w/ beg 12 <sup>th</sup> April
Notification to unsuccessful tenderers (and feed-back where requested)	w/beg 12 <sup>th</sup> April
ALCATEL/ Standstill period ends	30 <sup>th</sup> April (allowing for “slippage” on sign-off)
Formal sealing/ signing of contract	w/beg 4 <sup>th</sup> May 2010
Contract mobilisation/ clienting/ briefing successful tenderers	w/ beg 4 <sup>th</sup> May 2010 (allow 4 weeks)
Contract start date	early June 2010
Publication of contract award	early June 2010
1 <sup>st</sup> contract review	September 2010

This is a collaborative project, hence timescales are “reasonable” rather than “minimum”.

Easter 2010 w/c 5<sup>th</sup> April.

Local elections are to be held on Thursday 6<sup>th</sup> May.

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**Executive  
19 October 2009**

**Report from the Director of  
Housing and Community Care**

Wards Affected:  
ALL

**Authority to participate in a West London collaborative procurement for the provision of home care, including housing related support and “integrated” home care for adults**

Forward Plan Ref: H&CC-09/10-16

**1.0 Summary**

- 1.1 This report requests approval to participate in a collaborative procurement to set up a series of Framework Agreements for the provision of home care for adults as required by Contract Standing Order 85.
- 1.2 The Executive is being asked to give approval to the Council participating in a collaborative procurement exercise run through the West London Joint Procurement Unit, leading to the establishment of a series of framework agreements awarded by the London Borough of Hammersmith and Fulham acting on behalf of Brent for the supply of home care, including housing related support and “integrated” home care across older people, mental health, learning disabilities and physical disabilities sectors.

**2.0 Recommendations**

- 2.1 The Executive give approval to the Council participating in a collaborative procurement exercise run through the West London Joint Procurement Unit as part of the Shared Solutions Project (SSP), leading to the establishment of series of framework agreements by the London Borough of Hammersmith and Fulham for the supply of home care across older people, mental health, learning disabilities and physical disabilities.
- 2.2 The Executive give approval to the collaborative procurement exercise described in paragraph 2.1 being exempted from the normal requirements of Brent’s Contract Standing Orders in accordance with Contract Standing Orders 85(c) and 84(a) on the basis that there are good financial and operational reasons as set out in paragraphs 4.1 to 4.9 of the report.

### **3.0 Background**

- 3.1 On the 23<sup>rd</sup> July 2008, the West London Alliance (WLA) Leaders and Chief Executives meeting agreed to set up a West London Joint Procurement Unit (JPU) as part of the Shared Solutions Project, (SSP) following a report from Deloitte. The aim was to realise the efficiencies that could be released by exerting the aggregate buying power of the boroughs and by more expert procurement approaches.
- 3.2 An Interim Procurement Director was appointed in January 2009 to take forward the project. There were concerns about the slow progress of the SSP but the WLA Leader and Chief Executives Group confirmed their commitment to the project and asked the Interim Procurement Director to explore the options and report back in three months with a business plan and potential savings from a collaborative approach.
- 3.3 On the 7<sup>th</sup> July 2009 the JPU Programme meeting heard a report on setting up the unit and identified three main programme strands, (1) procurement, (2) policy and intelligence and (3) market engagement. The strands were broadly agreed but more information was required and the overall approval from the WLA Leaders and Chief Executive's meeting withheld until the next meeting on the 15<sup>th</sup> September 2009.
- 3.4 Under the Procurement main programme strand, the WLA Directors meeting of the 31<sup>st</sup> July 2009 approved the final pattern of 8 workstreams. One of these workstreams was the collaborative procurement of home care, and pending the approval of 15<sup>th</sup> September, work was started to prepare the tender.

### **4.0 Procurement**

- 4.1 It is considered that the proposed joint tender by the WLJPU is the best market option available to the council at this time. This is because the joint levels of spend across the different authorities is likely to be attractive to a high number of quality service providers who will be able to ensure more competitive rates due to economies of scale, more effective market management and more service flexibility. In contrast, a service procured directly by Brent will not benefit from the economies of scale.
- 4.2 The work carried out previously by Deloitte in 2008 indicated the scale of the expenditure on adult social care services in West London. In aggregate the West London boroughs' spend is larger than that of any other authority in the country. This strongly suggests that there is a significant opportunity to develop a new, more proactive and productive relationship with the provider market than would be possible for individual boroughs. The analysis carried out by Deloitte has been reinforced by the outputs from project 1 of the WLA efficiencies programme as set out in the table below.

£000

2008-09 (£k)	Brent	Harrow	H&F	Ealing	Hounslow	Hillingdon	TOTAL
Homecare In-House	0	0	2,481	2,651	3,216	3,619	11,967
Homecare P&V	11,886	7,180	9,843	11,256	6,695	6,549	53,409
Direct Payments	3,566	3,028	2,955	5,818	2,425	3,130	20,922
<b>Total Homecare &amp; DP spend</b>	<b>15,452</b>	<b>10,208</b>	<b>15,279</b>	<b>19,725</b>	<b>12,336</b>	<b>13,298</b>	<b>86,298</b>

Source: PSSEX1 (2008/09 draft returns) *Note: This excludes expenditure on LD transfers from NHS in current*

We are anticipating a spend of £12,500,000 on all purchased homecare in Brent in the 09/10 financial year. A 1% saving on 50% of the overall spend would make a saving of £62,500 full year effect, but we cannot anticipate any savings until the expiry of our current contracts.

- 4.3 These figures do not include current expenditure on housing related support or home care support provided under contract to our extra care and assisted living schemes as these figures have not yet been benchmarked across West London. Work is ongoing to identify the relevant spend and benchmark costs across the participating boroughs.
- 4.4 The new frameworks will be let as a collaborative procurement led by Hammersmith and Fulham. It will therefore be tendered according to Hammersmith and Fulham's standing orders. Brent is fully represented on the tender groups. Within the Housing and Community Care Directorate, the Assistant Director of Transformation and the Head of Service Development and Commissioning have been part of the workshops and the Head of Service Development and Commissioning is a member of the Project Group. A procurement officer and a finance officer are both engaged in the development of the specifications and terms and conditions.
- 4.5 We are anticipating that we will have multiple suppliers on each framework to accommodate the demand, and to accommodate the varying needs of the different service user groups. It may be a requirement for Brent to carry out a mini-competition process before awarding any contracts. The following categories of care are included in the procurement exercise:

The provision of home care, including the provision of personal care  
The provision of housing based support  
The provision of home care, called an "integrated" option, that can be used as part of our extra care support provision. This will enable home care to be provided as part of our overall reablement strategy for people living in Brent's assisted living schemes and improve our ability to offer an a sustainable alternative to residential care. .

There will be two tender processes, firstly a part B restricted tender, involving a 2 stage process, with PQQ and tender, for the home care, including the provision of personal care. Secondly, there will be a two

stage negotiated process for the provision of housing related support and the integrated home care option, which allows us to take advantage of any reduced rates in our extra care and assisted living schemes when current contractual arrangements expire, and to develop a reablement focus in our home care provision.

- 4.6 It is anticipated that the new frameworks would be for a period of four years, with a possible two year extension. They are intended to be in place by June 2010. Brent's home care contracts for the five major providers do not expire until March 2012, with the exception of one provider's contract, that expires in March 2011. We would only call off from the West London Frameworks at the expiry of our current contracts. The current Brent contracts may be extended to March 2013 and we would choose the most advantageous way forward prior to the contracts expiring, deciding whether or not to extend our current contracts or to call off from the frameworks.
- 4.7. Should we decide to call off from the West London frameworks, it will not be in Brent's interests to commit to using the frameworks on an exclusive basis; commitment on a non-exclusive basis will ensure that individual needs are met, allow service users choice, and ensure that small providers are not excluded from all future business.
- 4.8 In view of Brent's own contracts mainly not expiring until 2012, it would be possible for Brent not to participate in the collaborative and simply wait and see the results of the tender process. However the advantage of Brent being part of the ITT process is that the Council can influence the specification for the service and therefore address some of the weaknesses in the current Brent arrangements. The more boroughs included at ITT stage, the more likely bidders will be able to tailor their product to meet the requirements of the tender. There are however some risks to participation and section 6 (below) addresses these.
- 4.9 The tendering process will have already been commenced by the placing of adverts by the time the Executive considers this report, however at this stage there is no commitment to potential tenderers that Brent will definitely participate. However while the final procurement timetable has not been agreed, it is likely that the Invitation to tender stage will start as soon as is possible, and as officers wish to have a full role in the shaping of the service specification it is necessary to obtain Executive approval now. The proposed outline timetable for the first restricted tender is as follows:

Advertisement	September 2009
Open days with providers	October 2009
Pre Qualification Questionnaire (PQQ)	October 2009
Shortlisting	November 2009
Invitation to tender (ITT)	November 2009
Tender process and negotiation	December 2009/January 2010
Evaluation and Award report (Hammersmith and Fulham)	February 2010
Go Live date	June 2010

- 4.10 The second tender process is the negotiated tender for the housing support and the integrated option. The timetable for this has not yet been set but will involve a PQQ, shortlist, negotiations, best and final offer and evaluation stages.
- 4.11 All home care providers who are successful in being one of the suppliers will need to agree to sell their services directly to people on Direct Payments at no more than the price available to the participating boroughs. This is a further reason for Brent to participate in the collaborative procurement, to ensure that the interests of service users on Direct Payments are sufficiently protected within the frameworks.
- 4.12 At present the evaluation criteria that will be used to evaluate tenders have not been finalised. Nor is it clear how the evaluation process will be run for this collaboration. However it is clearly in Brent's interests to be fully part of the development of the evaluation criteria and the evaluation process to ensure that the suppliers can meet the needs of the people of Brent. It should also be noted that as it will be Hammersmith and Fulham that runs the tender process, it will be responsible for ensuring that this is done in accordance with sound procurement principles.

## **5.0 Service Improvement**

- 5.1 The service specifications will need to ensure that only home care providers that meet minimum standards in terms of the quality of their service can be included in the framework agreement. Brent's current policy on this is that we only place new business with those home care providers who have a two or three star rating awarded by the Care Quality Commission. Brent will seek to influence the expression of interest documentation to ensure that only providers meeting these requirements are invited to tender. We also wish to ensure that our increased purchasing power translates into improved ability to influence the type and nature of the service, including improved outcomes in the areas of health and wellbeing for users of the services.

## **6.0 Key Risks**

- 6.1 Collaborative procurements work best if all the participants have common requirements. As indicated above, one risk for the project is that if the participating boroughs are not able to agree any part of the tender, then Hammersmith and Fulham as lead borough will have final say. While there is no indication at present that this is likely to occur, it would be expected that in such a situation Hammersmith and Fulham would make a decision based on the views of the majority, which may not be in accordance with Brent's requirements. If by the end of the procurement process it became apparent that the framework agreements that Hammersmith and Fulham were about to award did not reflect Brent needs, then it would be open to Brent not to use the frameworks and consider other options, such as running its own tender exercise for its own frameworks or joining with one

or more other boroughs. While such fall-back options would be costly in terms of officer resources, including those spent in the abortive collaborative procurement, the Council would at least be able to extend their contracts until 2013, possibly with the negotiating advantage of having an alternative source of supply.

- 6.2 The second risk is that no savings are realised, or that in equalising prices from each supplier across boroughs Brent may in fact need to increase payments to one or more supplier so that the overall savings are not made. In this scenario it is open to the Council not to call off from the framework and continue with the current arrangements.
- 6.3 There is no risk to current service users in this exercise, as our current arrangements can continue.

## **7.0 Financial Implications**

- 7.1 The current annual spend on Home Care in Brent is £12.5m. Officers are hopeful that participating in this framework will lead to savings on this spend, however any savings cannot be quantified at this stage. In the event that the tendered prices on the framework exceed the prices currently being paid by Brent, then these increased costs will not be passed on to Brent, as Brent is not committed to using the framework.
- 7.2 It should be noted that Brent's existing home care contracts do not expire until March 2012, with the exception of one provider's contract, that expires in March 2011. As we would only consider calling off from the framework at the expiry of the current contracts, it follows that the earliest any saving could be achieved from the framework would be in 2011-12.
- 7.3 The estimated costs of the tender processes are £20,000. These will be met from within adult social care resources

## **8.0 Legal Implications**

- 8.1 Local authorities have powers, and in some cases duties, to promote the welfare of or provide welfare services to different client groups (eg older people, disabled people) under legislation such as the Health Services and Public Health Act 1968 and the Chronically Sick and Disabled Persons Act 1970.

### **Procurement Implications**

- 8.2 Under this collaborative procurement, Hammersmith and Fulham will be awarding a series of framework agreements which other boroughs, plus individuals on Direct Payments, will be able to call off. They will therefore need to be structured so that a call-off can be made for an individual service user, but also for large blocks of care to cover major requirements eg hundreds of hours of care a week for elderly service users.

- 8.3 Health and social services are Part B services under the European public procurement regime. This means that the procurement does not need to comply with these rules, both in relation to the tendering procedure and in relation to how framework agreements have to be structured. It is therefore open to Hammersmith and Fulham to structure the procurement as they see fit (subject to complying with their own standing orders) and so they do not need to ensure, for example, that the grounds for using the negotiated procedure in the European legislation are made out.
- 8.4 In relation to Brent's internal requirements, participation in a collaborative procurement involving delegation of powers which leads to an award of contract or framework agreement that exceeds £500,000 in value requires Executive approval (Standing Order 85(a)). Here it is not clear how the framework will be structured, such that it is not clear whether Brent will be a party to the frameworks or will simply gain entitlement to make a call-off. However consent to participate is sought to cover the former structure applying because in that scenario Hammersmith and Fulham will be awarding a contract on Brent's behalf. In addition, under Standing Order 85(c), the fact that the procurement does not follow Brent's own procedures also requires an exemption from the usual standing order tendering requirements under SO 84(a). The Executive has to be satisfied that there are good operational and / or financial reasons for granting the exemption.
- 8.5 Once the frameworks are in place, any call-offs from the framework that relate only to one service user will not require further Executive approval, because there is a specific exemption under SO 86(e)(iii) in relation to contracts for individual personal services. However any call-off that does not relate to a single service user (eg the purchase of a block of care specified as so many hours per week) will require Executive approval wherever that call-off exceeds £500,000 in value.
- 8.6 This procurement will also lead to complex TUPE implications for the staff of current Brent contractors. Where Brent makes a call-off in 2012 from the framework to replace one of the existing contracts, then TUPE would apply. However at the time of tendering for the framework, tenderers could not know of all the potential TUPE implications that could arise during the course of the framework as individual call-offs occur. The tendered prices will therefore not reflect the terms and conditions of employees affected by any particular TUPE transfer. As it is proposed to appoint a number of providers to every framework, it would be easier for Brent to manage TUPE if there was a requirement for every call-off to be preceded by a mini-competition among the providers using appropriate TUPE information that is accurate at that point in time.

## **9.0 Diversity Implications**

- 9.1 Proposals in this report have been subject to screening and officers believe there are no diversity implications. Home care services will be available to meet all cultural requirements. If appropriate provision for a

particular service user is not available from the frameworks it will be purchased elsewhere.

### **Background Papers**

West London Alliance file

### **Contact Officers**

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Martin Cheeseman  
Director of Housing and Community Care



Appendix 1

**Tmetable with OJEU notice at end September**


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Contract start date	early June 2010
Publication of contract award	early June 2010
1 <sup>st</sup> contract review	September 2010

This is a collaborative project, hence timescales are “reasonable” rather than “minimum”.

Easter 2010 falls w/beg 5<sup>th</sup> April.

Local elections are to be held on Thursday 6<sup>th</sup> May. The timetable above takes no account of “purdah”

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 <p>The logo of Brent Council, featuring a central coat of arms with a shield, a crown, and two lions, surrounded by the words 'BRENT COUNCIL' in a circular arrangement.</p>	<p><b>Forward Plan Select Committee</b> <b>3<sup>rd</sup> November 2009</b></p> <p><b>Report from the Director of Housing &amp; Community Care</b></p>
For Action	Wards Affected: ALL
<p><b>Extensions of the Direct Payments Support and Advice Service (DP) Contract with Penderels Trust and proposals to review the current arrangements for the service</b></p> <p>Having noted that this contract had already been extended, Members have requested a briefing note, to the meeting on the 3<sup>rd</sup> November 2009, providing an explanation as to what the reasons for a delay in issuing a new contract were and when this would occur. Information ensuring confirmation that tendering had taken place was also requested</p>	

## **Background**

This section will confirm that a full tendering process was carried out and explains why a contract was not awarded.

In May 2009, following the conclusion of the tender process, a report was sent to the Executive recommending that a new DP contract be awarded to Penderels Trust, (the incumbent contractor). However, the second placed tenderer, Brent Mencap raised concerns over the procurement process leading to the recommendation. As a result officers were advised to delay the award of the contract pending further clarification of the concerns.

Following a subsequent exchange of correspondence between the Council's Legal and Democratic Services Unit and Brent Mencap, it became evident that the Council had new information about the take up of Direct Payments and had tenderers had this information in advance of their bid it may have influenced the way they priced the contract.

It was agreed to invite both tenderers to clarify their prices by completing and re-submitting a revised pricing Schedule taking account of:

- the Council's latest predictions of service user take-up up for the Managed Account Service (MAS) and
- a slight increase in the number of established service users from 350 to 390

It was agreed with both tenderers that this clarification exercise would only apply to pricing and that the earlier scoring in respect of the evaluation of qualitative aspects evaluated in February should not be revisited.

The schedules were received and evaluated and one of the tenders appeared to be more favourable. Unfortunately, the response from one of the contractors showed a reduction in the resources (i.e. staffing levels) and the response from the other tenderer showed a significant increase in the resources. Such changes in the predicted staffing requirement of the contract have a direct bearing on the quality of the service to be provided.

Because it was specifically stated in the instructions that the qualitative criteria would not be re-examined and because both tenders had made changes to the identified resource requirements, the panel had to seek legal advice about how to proceed. The panel were advised to get clarification from the tenderers about their reasons for the changes to their staffing levels.

Further clarification was sought and these were considered by the panel on Thursday 3<sup>rd</sup> September 2009. Based on the responses the panel felt the tenderers proposed staffing levels would potentially affect the validity of the scores previously allocated in the qualitative award criteria.

Consultation with the tendering team, legal services and corporate procurement resulted in a consensus that the contract could not be awarded and the Council withdrew the tender.

### **Future Action**

We could have sought permission to retender for the service. However, the Committee will be aware that there are rapid changes in the provision of social care services due to the introduction of the personalisation agenda and we now have an opportunity to review our service needs in line with the government policy for personalisation and self direct support. Over the next few years significant changes in adult social care provision will be implemented whereby service users will have greater independence, choice and control of their services they receive. Although Direct Payments will remain an integral part of this process further developments are needed to provide the range of services needed to implement the new approach. This will include advocacy, brokerage and self directed support services in the community. In consideration of these developments a strategic review in adult social care has been proposed. The review will look at other models of practices for delivering personalised services and it proposed that this review is carried out before a decision to re-tender the Direct Payments Support and Advice service is taken.

A report with details of this proposal will be presented to the Executive on 19<sup>th</sup> October 2009. The report will recommend the following:

- Discontinue the tender the process for a new Direct Payments Support Service
- Approve a strategic review of all relevant support services and resources required to implement the 'Putting People First Policy (know as personalisation) and report back in February 2010.

As the current contract will Penderels Trust will expire on 30<sup>th</sup> October 2009, the report also proposes the transfer of the Direct Payment Support and Advice Service to the Council at the end of the contract period. This will allow for the continuity of service during the period of the review. Both Penderels and Mencap are aware of the current situation and Penderels are committed to ensuring that any agreed transfer is a smooth process and that service continuity for people receiving DPs is maintained.

Beverleigh Forbes  
November 2009

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**Executive**  
19 October 2009

**Report from the Director of  
Housing and Community Care**

Wards Affected:  
ALL

**Key issues in implementation of personalisation of adult  
social care – Direct Payments**

Forward Plan Ref: H&CC-09/10-12

**1.0 Summary**

1.1 The Adult Social Care service has been in the process of implementing the Putting People First policy since December 2007, a key part of which is Direct Payments. The next steps require some specific decisions and a strategic review. The decisions required will resolve the difficulties arising from a procurement exercise for Direct Payment support such that the service is secured pending a wider strategic review.

**2.0 Recommendations**

2.1 The Executive note the discontinuation of the tender process in 2009/10 for a new Direct Payments support service

2.2 The Executive approves a short extension of up to 3 months to a contract with the Penderels Trust for a Direct Payments support service from the current expiry date of 31 October 2009.

2.3 The Executive to delegate authority to the Assistant Director of Community Care to negotiate with Penderels Trust about the terms for the extension described in paragraph 2.2.

2.4 The Executive approves the transfer of this Direct Payment support service and associated resources from Penderels Trust to the Council on expiry of the contract extension referred to in paragraph 2.2.

Meeting  
Date

Version no.  
Date

- 2.5 The Executive note that bringing the service in-house as described in paragraph 2.4 will result in a TUPE transfer of the current Penderels staff to the Council.
- 2.6 The Executive approves the Director of Housing and Community Care undertaking a strategic review of all relevant support services and resources required to implement the Putting People First policy and report back in February 2010.

### **3.0 Detail**

The Background:

- 3.1 Brent Council has been developing the implementation of the Putting People First policy (known as personalisation) since it was issued in December 2007, chiefly through the Adult Social Care Transformation Board. The progress of this was endorsed in the CSCI Inspection of these services in 2008. The Older Peoples' and Physical Disabilities assessment and care management services have been restructured in 2009 to align the processes and staff to the new arrangements for personalisation as well as deliver efficiencies to the value of £400k.
- 3.2 The development of person centred assessments of need, self directed support, personal budgets, and reviews of care services has been progressed in terms of staff training, pilots of new arrangements, and changes in ways of working. An example of this has the transfer of customer contact with the public and people seeking services to the Council's One Stop Shop, which started on September 14, 2009, and has rapidly improved the responsiveness and reliability of the advice, information and onward referral to the public.
- 3.3 There are further developments needed to complete the range of services and support required to implement the new approach. These include, systematically expanding advocacy, brokerage and self directed support services in the community. It will be essential to achieve this in a manner that safely delivers the quality, reliability and choice of service users and their carers wish at the pace and manner that best meets their circumstances. It will be equally essential to do this within existing budgets and deliver efficiencies over time. In addition there have been an increasing number of users and carers with Direct Payments falling into difficulties over the last year with audit and other issues leading to the withdrawal of the Direct Payments facility.
- 3.4 In view of the issues outlined in paragraph 3.3, a strategic review in Adult Social Care is proposed to look at other models of practice, the range of potential options both in-house, partners (such as NHS) and independent sources of such services, and the costs attached before longer term decisions are taken.
- 3.4. There has been a support and advice service to those in receipt of Direct Payments for the past 5 years delivered through a contract with a charity,



Penderels Trust (“Penderels”). This contract was initially for 3 years and has had a series of extensions while a competitive tendering process took place for the new contract. A procurement exercise started in July 2008 with a view to awarding a 3 year contract, however officers decided in September 2009 to discontinue this process. Following the receipt of tenders, officers commenced evaluation of quality and price evaluation criteria. Whilst officers were able to score the quality criteria, a series of clarification exercises with tenderers regarding price was necessary. This clarification was required due to the differing approaches tenderers had taken to completion of pricing schedules and as a result of further clarification of anticipated future demand for the service. On receipt of the final pricing clarification it was noted that the tenderers had submitted details of revised staffing levels significantly different from those originally submitted which thus impacted on the evaluation of the quality criteria. Following further clarification of the revised staffing levels with tenderers, the procurement panel decided that the tender exercise could not proceed as originally specified and no award of contract could be made. This decision, when linked with the need for a wider strategic review, has led to the recommendations in this report.

- 3.5. In order to address the need for a continuing and expanding support and advice service, it is proposed to bring the service in-house. The service needs to expand because of increasing numbers of service users moving to Direct Payments and so requiring this support. The options considered before reaching this decision are set out below. The key decision which the Executive is asked to approve, is recommended as best dealing with the consequences for the service at this stage, and without prejudice to outcome of the review.

The options considered include:

- a) Further extension of the contract until another tender is completed, which is not recommended due to the escalation in volume and cost of the service as currently constituted which is not affordable. In particular the payroll element of the Penderels service would be over the threshold for VAT with the expansion of the service and thereby incur the Council that VAT cost without reimbursement;
- b) Ceasing the service, which cannot be done if the legislative and policy duties of the council in relation to direct payments are to be fulfilled under the Health and Social Care Act 2001;
- c) To seek an extension for up to 3 months for the contract with Penderels and bring the service in-house. This is the preferred option. This will include a TUPE transfer of staff (3.9 FTE) to the Council. The detailed business case for this option is set out in Appendix 1 below. The key advantages are that this would allow for the continuity of service without continuing longer than necessary with current arrangements, whilst seeking efficient controls of costs as the expansion occurs. The element of pension costs that may be additional would be considerably less than the VAT element of retaining the contract for longer.

## **4.0 Financial Implications**

- 4.1 The current annual budget for the Direct Payments Support Services is £128,737
- 4.2 If the contract with Penderels is extended for the 3 months from 1<sup>st</sup> November 2009 to 31<sup>st</sup> January 2010, the cost of the extension will be £32,184 i.e. based on current budget levels. A summary budget and staffing details is attached in Appendix 1 of the Business Case
- 4.3 The cost of delivering the service in house as detailed in Appendix 1 assumes that all staff chose to join the council's pension scheme immediately, this will increase costs as staff do not currently enjoy an employer's pension contribution. It also assumes that vacant posts are filled, although this may not be necessary as it is possible that management can be absorbed in current management responsibilities. The cost for the months February – March 2010 is assumed to be £29,791, including full pension payments and a full staff group. The full year cost will be in the region of £130,746. This also assumes all vacant posts are filled and that staff chose the council's pension scheme. This can be managed within current Adult Social Care budgets.

## **5.0 Legal Implications**

- 5.1 The Council is authorised, and in some cases required, to make Direct Payments to individuals under the Health and Social Care 2001 and Regulations made under it.
- 5.2 In the event that the Council takes the current Penderels service in-house it is highly likely that the Penderels staff currently assigned to the contract will transfer to the Council's employment as a result of the Transfer of Undertakings (Protection of Employment ) Regulations 2006 (TUPE) on their existing terms and conditions of employment. However it will always be open to individuals to object to transferring to the Council in which case they will not do so. It will also be open to individuals to agree with the Council improvements in their terms and conditions post-transfer so as to ensure harmonisation of their terms and conditions with other Council staff. Assuming a TUPE transfer will take place, the Council has obligations under TUPE to ensure the transferring staff's representatives, and the trade union representatives of any existing Council staff who may be affected by the transfer, are informed of the implications of the transfer for these staff. Further, the Council will become liable for any claims the transferring staff may have against Penderels arising out of their contract with Penderels. The Council's contract with Penderels requires Penderels to indemnify the Council against some but not all of such claims.
- 5.3 As Officers have in the past extended the contract with Penderels under powers delegated to Officers under para. 2.5. of Part 4 of the Constitution and Contract Standing Order 112, any further extensions of the contract require the approval of the Executive.

5.4. This service is a Part B service under the Public Contracts Regulations (EU regulations). As such the procurement of this service is not subject to the full application of the EU Regulations but it is still subject to the overriding obligations of fairness and transparency.

5.5. Given the difficulties identified in this report for the aborted tender process, with regard to the clarification of pricing and the evaluation panel identified there were quality implications in the revisions to the tenders submitted, it is appropriate that Officers decided to discontinue the procurement exercise.

## **6.0 Diversity Implications**

6.1 Experience elsewhere shows that Direct Payments can be an effective means for those from ethnic and other minority communities to ensure they source services appropriate to their culture and needs. This aspect can be expanded under the Council's management of the service.

## **7.0 Staffing/Accommodation Implications (if appropriate)**

7.1 There are 3.9 FTe staff currently employed in the Penderels working on the Brent Direct Payments Service who would be transferred with the reassignment of the contract to the Council as an in-house service in adult Social Care. They would be entitled to access to the Council's pension scheme. They could continue in the rent free accommodation currently used in the New Millennium day Centre.

7.2. The Penderels will need to be supported to ensure information about the implications of the transfer of the staff, as required by law, is provided to the staff and that such consultation, as may be required by law, is held with the staff. It is recommended that an early meeting with the affected staff is held. This information will need to include any changes that might be proposed post transfer. Such changes are likely to include the harmonisation of their terms and conditions for either an economic, technical or organisational reason, and the management arrangements that will exist for them post transfer. Harmonisation is likely to avoid other legal implications such as equal pay claims.

7.3 Harmonisation of their terms and conditions is likely to increase costs but until full due diligence is undertaken it is not possible to be more accurate about these.

7.4 A TUPE transfer into a larger organisation such as the Council ought to be seen as a positive step for the staff as this will open up development and career opportunities for the staff. A TUPE transfer will require proper due diligence and this will reveal whether any potential liabilities exist which may require indemnity from Penderels.

## **Appendices**

### Appendix 1

Business case for the Direct Payment Support Service

## **Background Papers**

Executive Report 8 October 2007 - Extension of Contract with Penderels Trust and Authority to invite Tenders for a Direct Payments Support and Advice Services Contract

Executive Report February 2009 - Extension of Contract with Penderels Trust for a Direct Payments support and Advice Service Contract

Executive Report June 2009 - Extension of Contract with Penderels Trust for a Direct Payments support and Advice Service Contract

## **Contact Officers**

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Martin Cheeseman  
Director Housing and Community Care

## Business Case and Project Plan

<b>Project Name</b>	Transferring the Direct Payment Support Service In house		
<b>SRO (Sponsor)</b>	Keith Skerman		
<b>Project Manager</b>			
<b>Financials verified by</b>			
<b>Project Start date</b>	October 2009		

<b>Decision Summary</b>			
<b>What is the Executive asked to approve?</b>			
<ul style="list-style-type: none"> <li>To bring the Direct Payment Service In House when the current contract with Penderels Trust (“Penderels”) terminates.</li> </ul>			
<b>Why is this approval being sought?</b>			
To allow a review of the support required by service users with Self Directed Support including direct payments, advocacy, information and brokerage			
To ensure that a Direct Payment (“DP”) support service continues for service users after the current contract terminates.			
To take greater control of the Direct Payments Support Service and related costs at a time when demand for the service is increasing rapidly and unpredictably			
<b>What investment is required?</b>			
No new investment at this stage is required. The proposed review report may identify additional investment required for the range of services involved and sources from efficiencies or other sources.			
The current DP support service contract costs £128,737 per year. This is funded from the Physical Disabilities care management budget. In addition the Managed Account Service costs c£13,685 (the cost fluctuates as the number of managed accounts varies). The total spend for the current year will therefore be in the region of £142,422			
It had been intended to set up a new direct payment contract which was anticipated to cost in the region of £300,000 per year due to increasing demand for the service. The intention was that this would be split between existing care management budgets in ACM, LD and BMHS and Children and Families. This will still be the case. It is not anticipated that there will be additional costs above the existing budget involved in bringing the service in house or in carrying out the review.			
<b>Project Description – Our desired outcomes are:</b>			
Bringing the service in house will allow us to:			
<ul style="list-style-type: none"> <li>Carry out a time-limited and strategic review to look at the size and nature of future demand</li> </ul>			

for all Self Directed Support (“SDS”) support services including brokerage, advocacy and direct payment support without the pressure of a contract re-tendering project timetable

- Ensure a good quality service Direct Payment Support Service is maintained to the users of the Direct Payment Service during the period of review
- Improve our control of the quality, costs, priorities and future direction of the Direct Payment Support Service
- Improve alignment of the service with care management, financial assessments and financial monitoring to improve the quality of the information available to care managers and finance staff and improve the standard of the service provided to service users
- Ensure alignment with any brokerage services which are developed during the pilot of personal budgets
- Consider the benefits of an in-house service compared to an externally procured service

## Context

Adult social care services in England are facing two key challenges:

Higher expectations of service users.

Demographic changes that are placing increasing demands on the social care system.

Service users are demanding greater choice and control over the planning and delivery of their support. In addition, greater life expectancy combined with an increase in complex cases is leading to a growing recognition of the inability of the existing model to cope with future need.

The Brent Adult Social Care Transformation Programme is a departmental-wide programme with the following aims

- To transform the lives of people who need our support so that they enjoy maximum control over their own destinies and achieve best outcomes in their everyday lives.
- For those who need personal support, to transform social care in Brent into a system of Self Directed Support.
- To help people achieve wellbeing by reducing barriers which prevent people from accessing mainstream services, including transport, housing, leisure, work and financial services

**Some key targets** for the ASC transformation programme are:

- To ensure we have 50% less people in Residential Care by 2010
- To ensure we have 50% of our service users on Self Directed Support by the end of 2010/11- our target is a minimum of 3157 people
- Care Management role will be to support people in achieving independence and control over their lives
- A significant increase in Direct Payments across all service user groups. At August 31<sup>st</sup> 2009 570 people were either receiving a Direct Payment, or had been referred for one, compared to 450 in 2008/9.

The situation with regard to Self Directed Support and Direct Payments has moved on significantly since the contract to be re-tendered was specified. We have set the challenging target of enabling at least 3157 people to be on Personal Budgets by March 2011. Personal budgets have just started to be piloted and it is clear from the work undertaken so far that enabling large numbers of people to have more choice and control of their services will require not only an effective Direct Payment service, but also brokerage, advocacy, information and other services to support people.

The existing contract with Penderels for the Direct Payment Support Service plays an important part in helping us to deliver these targets and improve choice and control for people in Brent. The service specification includes practical training and support to those service users who want to set up their own care arrangements, about establishing personal care arrangements, recruiting carers and advice on payroll and financial management. The contractor also provides a payroll and managed account service and a DP user forum. The contractor is required to work closely with Council's care managers to actively promote and raise the profile for the service within Brent. The current service is now used by c500 people every year. 34 people use the Penderels managed account service. Numbers have increased significantly over the past 2 years as personalisation has become a departmental priority. However, we are now clear that supporting people with their Direct Payments will in future form only part of the work required to support SDS and re-tendering of this contract with approximately the same specification but increased capacity will not achieve the results we need to bring about personalisation.

We now have the opportunity to take a wide view of future requirements to support the introduction of SDS. The current provider is unlikely to agree to a contract extension beyond a few months. By bringing the service in house we will ensure a direct payment support service is maintained and have the opportunity to undertake a wide review of the support people need with Self Directed Support.

## Benefits

### The tangible benefits of delivering this project are:

The Performance Indicators for the in house service will be agreed within those for the department. The Performance Indicators which were stated in the specification include those listed below. These will be considered, refined and targets set when the service is brought in house:

- Number of Service Users commencing and pending receipt of Direct Payments during the quarter, broken down by client groups.
- Number of people referred for the Service and details of those that have **not** accepted Direct Payments and reasons for refusal according to client group
- Total number of Service Users receiving Direct Payments (listed by client groups, gender, age and ethnicity)
- Number for people cancelling the Service and reason for cancellation for each client group
- Total number of referrals waiting to be allocated (if applicable) listed by the client groups
- Level of support offered to individual Service Users categorised as independent, high, medium or low

- Number of home visits made this quarter
- Activities undertaken to promote/publicise Direct Payments i.e. leaflets, newsletters etc.
- Number of Service Users on Third Party Managed Account
- Number of information/training group sessions provided together with numbers of people attending
- Target audience of training sessions i.e. professionals /Users
- Number of Peer support meetings organised
- Dates of drop-in sessions and number of people attending and nature of enquiry
- All contact made during the month by initials or post-code.

It is anticipated that we will see improvements in the following aspects in particular:

- Number of people who have refused Direct Payment reduced
- Number of people who have not made financial returns in line with their DP agreement reduced
- Number of people on managed accounts reduced
- Number of home visits increased
- Satisfaction levels raised
- Number of peer support and numbers of people attending peer support sessions increased
- Number of people cancelling the service reduced

**In addition, the intangible benefits of delivering this project are:**

Closer working between DP support staff and other staff in Care Management and Finance

Closer communication with service users to understand the nature of their requirements and inform decision making

Time saved in receiving information from the service- better monitoring of performance

Reduction in complaints from staff and service users about the interface between the council and the service.

Information sharing with staff accessing the same case recording systems

Giving time to carry out a full review of the need for support services under personalisation

**Intangible benefits of the review of the service are:**

Opportunity to obtain service user, staff and stakeholder organisations views on future requirements and ensure that these influence future service models

Opportunity to ensure that direct payments service, advice and information about SDS and brokerage services are considered together

Enable the specification of a service fit for the future



## Cost –

### The costs that will be incurred to obtain these benefits are summarised below:

There are no new costs to be incurred to obtain the above benefits. The costs for the 3 months 1<sup>st</sup> November 2009 to Jan 31<sup>st</sup> of the extension contract will be £32,184.

The service can be brought in house and managed in house at the same cost as the contract.

A summary budget and staffing details is attached as Appendix A.

The cost of delivering the service in house assumes that all staff chose to join the council's pension scheme immediately, this will increase costs as staff do not currently enjoy an employers pension contribution. It also assumes that vacant posts are filled, although this may not be necessary as it is possible that management can be absorbed in current management responsibilities. The cost for the months February – March 2010 is assumed to be £29,791, including full pension payments and a full staff group.

The full year cost will be in the region of £130,746. This also assumes all vacant posts are filled and that staff chose the councils pension scheme. This can be managed within current budgets

## Guidance and Legislation

National policy makers have responded to the challenges of changing expectations and increasing needs by setting a new strategic direction for adult social care in England. *Our Health, Our Care, Our Say* (2006) propose that service users, as citizens, should be given more choice and control over their support.

In December 2007, the Government's new strategic direction was endorsed by the *Putting People First* concordant. Government, local authorities, health authorities, professional bodies and voluntary organisations agreed to the strategy and on the necessity of replacing the existing model of social care delivery with a system focused on prevention, early intervention, re-ablement and tailored on-going support services.

*Our Health Our Care Our Say* and *Putting People First* propose that the adult social care system should therefore be built around enhancing the independence of service users by giving them more control over how their support needs are met.

National policy has also set new priorities that focus on prevention, early intervention, choice and designing support around the personalised outcomes of individual service users and carers. The focus on new priorities is designed to achieve better outcomes for service users and to make better use of resources.

The new national priorities for social care delivery are:

- increased focus on prevention
- facilitation of greater choice
- reduction in inequality and improved access to service
- increased support for long term needs
- Personal dignity and respect

National and local governments are now in the process of making the transition from a

model of direct service provision to one where the service user is empowered to take control of their own care through the medium of a flexible personal budget.

The Local Authority Circular (LAC (2008) 1 *Transforming Social Care*) introduced guidance on how local authorities should move towards SDS, and provided for grants to assist the process. This was further expanded in the circular LAC (DH)(2009)1: *Transforming Adult Social Care* which set out expectations regarding how the grant was to be spent and guidance on how services are to be re-designed and re-shaped. This included the expectation that “choice and control should extend to individuals in every setting and at every stage; ranging from advocacy and advice services, prevention and self-management to complex situations where solutions are developed in partnership with professionals”

Guidance issued in September 2009 gives very clear direction on how support services should be developed in future. This states that:

“Experience has shown that developing support services is a key determinant of successful implementation of self-directed support. Insufficient investment in support services makes it much more difficult for councils to promote personalisation of services and achieve greater uptake of direct payments”. The guidance suggests that “When discussing direct payments with people, councils should consider, wherever possible, putting them in touch with a support group or ULO such as a local centre for independent living, or a peer support group of people who already receive direct payments” This will also benefit people funding their own care and support. “Councils might decide that they can provide a support service directly, in partnership with a local voluntary organisation, or by some other means. The experience of existing recipients of direct payments is that they find it easier to seek advice from someone who is independent of their local council” We need to look at how best this can be developed locally and carrying out a review with stakeholder organisations and service users will give us the opportunity to do this.

The legislation governing Direct Payments is:

- section 57 of the Health and Social Care Act 2001(the 2001 Act)
- the Community Care, Services for Carers and Children’s Services (Direct Payments) (England) Regulations 2003, and
- section 17A of the Children Act 1989 (the 1989 Act)
- the Health & Social Care Act 2008
- Guidance on direct payments for community care, services for carers and children’s services (Sep 2009 – DOH and Dept of Children and Families)

The legislation collectively means that Councils have a duty to offer Direct Payments to anyone who:

- is disabled (within the meaning of section 29 of the National Assistance Act 1948)
- is assessed as meeting the eligibility criteria for services under the Fair Access to Care criteria (FACS)
- is eligible for services under section 46 of the National Health Service and Community Care Act 1990, or section 2 of the Carers and Disabled Children Act 2000, or section 17 of the Children Act 1989.

## **Benchmarking**

### **Good practice relevant to the project includes**

Information on other local authorities bringing DP service in house is being obtained.

Dorset has recently advertised an "Advice, Guidance and Support on DP and Support Planning service" tender. This is the type of wide ranging service anticipated to be identified during the review, to meet personalisation agenda. Many other boroughs are proposing to tender a wide ranging service such as this in the coming months.

Barnet, Islington and Hounslow are 3 local authorities who have transferred services in house over the past 1-5 years and report improved collaborative working between care management and support service staff and also reduced costs on managed accounts.

## **Options**

### **The options that have been considered are:**

#### **Option One- Ceasing the service**

If this route is taken the direct payments contract will terminate on 31<sup>st</sup> October and 500 people will be left without a direct payments support service. This is clearly unacceptable as the service is used by vulnerable people to manage their direct payments and payroll for personal assistants, an obligation under the NHS and Community Care(Direct Payments amendment);

In particular, arrangements need to be made for the managed accounts and payroll aspects of the service, which enable vulnerable people to pay their personal assistants on a regular basis.

#### **Option Two- Re-tendering the existing contract**

Negotiating a longer contract extension with the current provider in order to allow time to re-tender the existing service again will result in a contract in the independent sector, thereby allowing us to offer people independent advice with Direct Payments, but which will not provide a range of support and advice required as the personalisation agenda moves forward in Brent- such as help with support planning, brokerage, advocacy etc. The contract would probably need to be re-tendered again within 2 years. This will be costly in terms of tendering costs and misses the opportunity to consider all the support services needed to support personalisation.

#### **Option Three- Re-assign the contract to another provider for a short term service.**

This could not be achieved without a competitive process which would take longer than the time available before the end of the contract. In addition, although re-assigning the contract would have the benefit of retaining an independent support service, it would be disruptive for service users in the short term as their details are transferred between organisations. Staff would be required to transfer to another provider, and given that only a short term contract could be awarded (to cover the review and any future tendering period) this would cause concern and disruption for staff which may impact on service stability and therefore standards. However, it may be an option for the Managed accounts and Payroll elements of

the service, depending on the outcome of negotiations with Penderells.

**Option Four- Negotiate a short extension with Penderells and transfer the staff to Brent Council to provide the service in house**

The key advantages are that this would allow for the continuity of service without continuing longer than necessary with current arrangements, whilst seeking efficient controls of costs as the expansion occurs. The element of pension costs that may be additional would be considerably less than the VAT element of retaining the contract for longer. This approach would allow us to maintain, control and improve the service at a time that our focus is on meeting challenging Personal Budgets targets, whilst giving time to review longer term needs for advocacy, support planning and brokerage, direct payments support and other support services required under personalisation.

**The preferred option is:**

**Option Four**

Risks	Mitigating actions
Staff may not wish to transfer to the council, or may be offered other posts by Penderells, leaving no experienced staff on the project	Early identify manager and early discussions with staff identify in house staff and agency staff  3 month contract extension to allow to speak to staff
Managed accounts service is complex to administer	Early discussions with Penderells and with other providers of managed accounts to agree way forward
Office location is dispersed from new management structures- staff not integrated	Agree management to be located at office base asap
Tight timescales for notifying staff and service users	Project plan to include communications strategy with staff and users
Dip in performance at a time when we are relying on increased Direct Payments to help us meet challenging SDS PI targets.	Manager to identify detailed risks and agree approach to new referrals during transition period
Contract cannot be managed within current budget	Review of new service requirements to include detailed budget estimates based on anticipated demand for services and a full review of all care management and support services required

**Appendix A – Project Budget**

**1. Current Staffing Details**

Staff	Hours PW	FTE
Team Leader (VACANT POST)	18.5	0.51

Independent Living advisors X 4	107	2.97
Clerical Officer	15	0.42
<b>TOTAL</b>	<b>140.5</b>	<b>3.90</b>

## 2. Summary Costs

### Costs for period Feb-March 2010

Salaries	14,041
Pensions	3,229
Office costs	4167
<b>total costs</b>	<b>21,437</b>

### Full Year Costs in house service

Salaries	84,245
Pensions	19,376
Office costs	25,000
<b>total costs</b>	<b>128,621</b>

Current Contract price	£128,737
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Surplus	£116
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## Business Case and Project Plan

<b>Project Name</b>	Transferring the Direct Payment Support Service In house		
<b>SRO (Sponsor)</b>	Keith Skerman		
<b>Project Manager</b>			
<b>Financials verified by</b>			
<b>Project Start date</b>	October 2009		

<b>Decision Summary</b>			
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for all Self Directed Support (“SDS”) support services including brokerage, advocacy and direct payment support without the pressure of a contract re-tendering project timetable

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- Improve alignment of the service with care management, financial assessments and financial monitoring to improve the quality of the information available to care managers and finance staff and improve the standard of the service provided to service users
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- Consider the benefits of an in-house service compared to an externally procured service

## Context

Adult social care services in England are facing two key challenges:

Higher expectations of service users.

Demographic changes that are placing increasing demands on the social care system.

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- For those who need personal support, to transform social care in Brent into a system of Self Directed Support.
- To help people achieve wellbeing by reducing barriers which prevent people from accessing mainstream services, including transport, housing, leisure, work and financial services

**Some key targets** for the ASC transformation programme are:

- To ensure we have 50% less people in Residential Care by 2010
- To ensure we have 50% of our service users on Self Directed Support by the end of 2010/11- our target is a minimum of 3157 people
- Care Management role will be to support people in achieving independence and control over their lives
- A significant increase in Direct Payments across all service user groups. At August 31<sup>st</sup> 2009 570 people were either receiving a Direct Payment, or had been referred for one, compared to 450 in 2008/9.



The situation with regard to Self Directed Support and Direct Payments has moved on significantly since the contract to be re-tendered was specified. We have set the challenging target of enabling at least 3157 people to be on Personal Budgets by March 2011. Personal budgets have just started to be piloted and it is clear from the work undertaken so far that enabling large numbers of people to have more choice and control of their services will require not only an effective Direct Payment service, but also brokerage, advocacy, information and other services to support people.

The existing contract with Penderels for the Direct Payment Support Service plays an important part in helping us to deliver these targets and improve choice and control for people in Brent. The service specification includes practical training and support to those service users who want to set up their own care arrangements, about establishing personal care arrangements, recruiting carers and advice on payroll and financial management. The contractor also provides a payroll and managed account service and a DP user forum. The contractor is required to work closely with Council's care managers to actively promote and raise the profile for the service within Brent. The current service is now used by c500 people every year. 34 people use the Penderels managed account service. Numbers have increased significantly over the past 2 years as personalisation has become a departmental priority. However, we are now clear that supporting people with their Direct Payments will in future form only part of the work required to support SDS and re-tendering of this contract with approximately the same specification but increased capacity will not achieve the results we need to bring about personalisation.

We now have the opportunity to take a wide view of future requirements to support the introduction of SDS. The current provider is unlikely to agree to a contract extension beyond a few months. By bringing the service in house we will ensure a direct payment support service is maintained and have the opportunity to undertake a wide review of the support people need with Self Directed Support.

## Benefits

### The tangible benefits of delivering this project are:

The Performance Indicators for the in house service will be agreed within those for the department. The Performance Indicators which were stated in the specification include those listed below. These will be considered, refined and targets set when the service is brought in house:

- Number of Service Users commencing and pending receipt of Direct Payments during the quarter, broken down by client groups.
- Number of people referred for the Service and details of those that have **not** accepted Direct Payments and reasons for refusal according to client group
- Total number of Service Users receiving Direct Payments (listed by client groups, gender, age and ethnicity)
- Number for people cancelling the Service and reason for cancellation for each client group
- Total number of referrals waiting to be allocated (if applicable) listed by the client groups
- Level of support offered to individual Service Users categorised as independent, high, medium or low

- Number of home visits made this quarter
- Activities undertaken to promote/publicise Direct Payments i.e. leaflets, newsletters etc.
- Number of Service Users on Third Party Managed Account
- Number of information/training group sessions provided together with numbers of people attending
- Target audience of training sessions i.e. professionals /Users
- Number of Peer support meetings organised
- Dates of drop-in sessions and number of people attending and nature of enquiry
- All contact made during the month by initials or post-code.

It is anticipated that we will see improvements in the following aspects in particular:

- Number of people who have refused Direct Payment reduced
- Number of people who have not made financial returns in line with their DP agreement reduced
- Number of people on managed accounts reduced
- Number of home visits increased
- Satisfaction levels raised
- Number of peer support and numbers of people attending peer support sessions increased
- Number of people cancelling the service reduced

**In addition, the intangible benefits of delivering this project are:**

Closer working between DP support staff and other staff in Care Management and Finance

Closer communication with service users to understand the nature of their requirements and inform decision making

Time saved in receiving information from the service- better monitoring of performance

Reduction in complaints from staff and service users about the interface between the council and the service.

Information sharing with staff accessing the same case recording systems

Giving time to carry out a full review of the need for support services under personalisation

**Intangible benefits of the review of the service are:**

Opportunity to obtain service user, staff and stakeholder organisations views on future requirements and ensure that these influence future service models

Opportunity to ensure that direct payments service, advice and information about SDS and brokerage services are considered together

Enable the specification of a service fit for the future

## Cost –

### The costs that will be incurred to obtain these benefits are summarised below:

There are no new costs to be incurred to obtain the above benefits. The costs for the 3 months 1<sup>st</sup> November 2009 to Jan 31<sup>st</sup> of the extension contract will be £32,184.

The service can be brought in house and managed in house at the same cost as the contract.

A summary budget and staffing details is attached as Appendix A.

The cost of delivering the service in house assumes that all staff chose to join the council's pension scheme immediately, this will increase costs as staff do not currently enjoy an employers pension contribution. It also assumes that vacant posts are filled, although this may not be necessary as it is possible that management can be absorbed in current management responsibilities. The cost for the months February – March 2010 is assumed to be £29,791, including full pension payments and a full staff group.

The full year cost will be in the region of £130,746. This also assumes all vacant posts are filled and that staff chose the councils pension scheme. This can be managed within current budgets

## Guidance and Legislation

National policy makers have responded to the challenges of changing expectations and increasing needs by setting a new strategic direction for adult social care in England. *Our Health, Our Care, Our Say* (2006) propose that service users, as citizens, should be given more choice and control over their support.

In December 2007, the Government's new strategic direction was endorsed by the *Putting People First* concordant. Government, local authorities, health authorities, professional bodies and voluntary organisations agreed to the strategy and on the necessity of replacing the existing model of social care delivery with a system focused on prevention, early intervention, re-ablement and tailored on-going support services.

*Our Health Our Care Our Say* and *Putting People First* propose that the adult social care system should therefore be built around enhancing the independence of service users by giving them more control over how their support needs are met.

National policy has also set new priorities that focus on prevention, early intervention, choice and designing support around the personalised outcomes of individual service users and carers. The focus on new priorities is designed to achieve better outcomes for service users and to make better use of resources.

The new national priorities for social care delivery are:

- increased focus on prevention
- facilitation of greater choice
- reduction in inequality and improved access to service
- increased support for long term needs
- Personal dignity and respect

National and local governments are now in the process of making the transition from a

model of direct service provision to one where the service user is empowered to take control of their own care through the medium of a flexible personal budget.

The Local Authority Circular (LAC (2008) 1 *Transforming Social Care*) introduced guidance on how local authorities should move towards SDS, and provided for grants to assist the process. This was further expanded in the circular LAC (DH)(2009)1: *Transforming Adult Social Care* which set out expectations regarding how the grant was to be spent and guidance on how services are to be re-designed and re-shaped. This included the expectation that “choice and control should extend to individuals in every setting and at every stage; ranging from advocacy and advice services, prevention and self-management to complex situations where solutions are developed in partnership with professionals”

Guidance issued in September 2009 gives very clear direction on how support services should be developed in future. This states that:

“Experience has shown that developing support services is a key determinant of successful implementation of self-directed support. Insufficient investment in support services makes it much more difficult for councils to promote personalisation of services and achieve greater uptake of direct payments”. The guidance suggests that “When discussing direct payments with people, councils should consider, wherever possible, putting them in touch with a support group or ULO such as a local centre for independent living, or a peer support group of people who already receive direct payments” This will also benefit people funding their own care and support. “Councils might decide that they can provide a support service directly, in partnership with a local voluntary organisation, or by some other means. The experience of existing recipients of direct payments is that they find it easier to seek advice from someone who is independent of their local council” We need to look at how best this can be developed locally and carrying out a review with stakeholder organisations and service users will give us the opportunity to do this.

The legislation governing Direct Payments is:

- section 57 of the Health and Social Care Act 2001(the 2001 Act)
- the Community Care, Services for Carers and Children’s Services (Direct Payments) (England) Regulations 2003, and
- section 17A of the Children Act 1989 (the 1989 Act)
- the Health & Social Care Act 2008
- Guidance on direct payments for community care, services for carers and children’s services (Sep 2009 – DOH and Dept of Children and Families)

The legislation collectively means that Councils have a duty to offer Direct Payments to anyone who:

- is disabled (within the meaning of section 29 of the National Assistance Act 1948)
- is assessed as meeting the eligibility criteria for services under the Fair Access to Care criteria (FACS)
- is eligible for services under section 46 of the National Health Service and Community Care Act 1990, or section 2 of the Carers and Disabled Children Act 2000, or section 17 of the Children Act 1989.

## Benchmarking

### Good practice relevant to the project includes

Information on other local authorities bringing DP service in house is being obtained.

Dorset has recently advertised an "Advice, Guidance and Support on DP and Support Planning service" tender. This is the type of wide ranging service anticipated to be identified during the review, to meet personalisation agenda. Many other boroughs are proposing to tender a wide ranging service such as this in the coming months.

Barnet, Islington and Hounslow are 3 local authorities who have transferred services in house over the past 1-5 years and report improved collaborative working between care management and support service staff and also reduced costs on managed accounts.

## Options

### The options that have been considered are:

#### Option One- Ceasing the service

If this route is taken the direct payments contract will terminate on 31<sup>st</sup> October and 500 people will be left without a direct payments support service. This is clearly unacceptable as the service is used by vulnerable people to manage their direct payments and payroll for personal assistants, an obligation under the NHS and Community Care(Direct Payments amendment);

In particular, arrangements need to be made for the managed accounts and payroll aspects of the service, which enable vulnerable people to pay their personal assistants on a regular basis.

#### Option Two- Re-tendering the existing contract

Negotiating a longer contract extension with the current provider in order to allow time to re-tender the existing service again will result in a contract in the independent sector, thereby allowing us to offer people independent advice with Direct Payments, but which will not provide a range of support and advice required as the personalisation agenda moves forward in Brent- such as help with support planning, brokerage, advocacy etc. The contract would probably need to be re-tendered again within 2 years. This will be costly in terms of tendering costs and misses the opportunity to consider all the support services needed to support personalisation.

#### Option Three- Re-assign the contract to another provider for a short term service.

This could not be achieved without a competitive process which would take longer than the time available before the end of the contract. In addition, although re-assigning the contract would have the benefit of retaining an independent support service, it would be disruptive for service users in the short term as their details are transferred between organisations. Staff would be required to transfer to another provider, and given that only a short term contract could be awarded (to cover the review and any future tendering period) this would cause concern and disruption for staff which may impact on service stability and therefore standards. However, it may be an option for the Managed accounts and Payroll elements of

the service, depending on the outcome of negotiations with Penderells.

**Option Four- Negotiate a short extension with Penderells and transfer the staff to Brent Council to provide the service in house**

The key advantages are that this would allow for the continuity of service without continuing longer than necessary with current arrangements, whilst seeking efficient controls of costs as the expansion occurs. The element of pension costs that may be additional would be considerably less than the VAT element of retaining the contract for longer. This approach would allow us to maintain, control and improve the service at a time that our focus is on meeting challenging Personal Budgets targets, whilst giving time to review longer term needs for advocacy, support planning and brokerage, direct payments support and other support services required under personalisation.

**The preferred option is:**

**Option Four**

Risks	Mitigating actions
Staff may not wish to transfer to the council, or may be offered other posts by Penderells, leaving no experienced staff on the project	Early identify manager and early discussions with staff identify in house staff and agency staff  3 month contract extension to allow to speak to staff
Managed accounts service is complex to administer	Early discussions with Penderells and with other providers of managed accounts to agree way forward
Office location is dispersed from new management structures- staff not integrated	Agree management to be located at office base asap
Tight timescales for notifying staff and service users	Project plan to include communications strategy with staff and users
Dip in performance at a time when we are relying on increased Direct Payments to help us meet challenging SDS PI targets.	Manager to identify detailed risks and agree approach to new referrals during transition period
Contract cannot be managed within current budget	Review of new service requirements to include detailed budget estimates based on anticipated demand for services and a full review of all care management and support services required

**Appendix A – Project Budget**

**1. Current Staffing Details**

Staff	Hours PW	FTE
Team Leader (VACANT POST)	18.5	0.51

Independent Living advisors X 4	107	2.97
Clerical Officer	15	0.42
<b>TOTAL</b>	<b>140.5</b>	<b>3.90</b>

## 2. Summary Costs

### Costs for period Feb-March 2010

Salaries	14,041
Pensions	3,229
Office costs	4167
<b>total costs</b>	<b>21,437</b>

### Full Year Costs in house service

Salaries	84,245
Pensions	19,376
Office costs	25,000
<b>total costs</b>	<b>128,621</b>

Current Contract price	£128,737
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Surplus	£116
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## **BRIEFING NOTE FOR FORWARD PLAN SELECT COMMITTEE MEETING ON 3 NOVEMBER 2009**

### **FUTURE ACQUISITION STRATEGY FOR THE BRENT TRANSPORT FLEET – CONSULTATION WITH USERS ON PREFERRED TYPES OF VEHICLE**

Northgate Kendric Ash (NKA), working in partnership with Brent Transport Services (BTS), is currently working on the specification for new vehicles that will be included in the Invitation To Tender (ITT). In addition further work is now being undertaken to identify options to work collaboratively with other West London Alliance local authorities with regards to vehicle procurement and other areas of service operations.

The ITT will not specify particular manufacturers or models for passenger transport vehicles, but the specification will include a list of essential and desirable requirements for the vehicles offered. Proposals made by companies in response to the ITT will then be evaluated and scored against this list as part of the overall evaluation of bids.

BTS has considerable experience in operating passenger transport vehicles over many years and is in continuous consultation with users about the service offered through its vehicle crews. Therefore, to assist in preparing the vehicle specification, BTS established a Future Vehicle Working Group (FVWG) in Spring 2009. The FVWG is comprised of experienced drivers, passenger attendants and vehicle fitters who have consulted widely amongst their colleagues and service users to obtain their views on what should be included in the specification for new vehicles, subject to practicality and affordability. This work is ongoing but is addressing the key concerns of users including accessibility, comfort, ventilation, heating/cooling, on-board facilities, safety, security, livery etc., as well as a range of technical requirements relating to drivers' requirements and maintenance/reliability issues.

In addition, in a recent user survey, 91% of respondents said that they were satisfied that the current vehicles were 'clean, comfortable and suitable for the journey', and a further 8% had no opinion. Only 3 respondents (out of 164) offered any comment on the vehicles – one relating to a safety issue and 2 regarding the ventilation/temperature; these comments will be taken into account in the preparation of the specification for new vehicles.

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## **Briefing Note on the Printing Review Forward Plan Select Committee 3<sup>rd</sup> November 2009**

*Request for a briefing note to the meeting on November 3<sup>rd</sup> 2009 providing information as to what type of printing would be covered, whether the tender covered all buildings and what budget savings would be aimed for. Information as to whether it would be subject to a corporate print standard which takes into account those with sight problems was also requested.*

### **Background**

The Council has been reviewing how it currently prints, scans and photocopies information. Traditionally these services have been commissioned on an ad-hoc basis which is neither cost efficient or environmentally friendly. The latest print technology means that such services can be integrated using multifunctional printers capable of delivering all these functions from one device. Organisations that have implemented these devices have achieved substantial financial savings.

### **Type of printing covered**

The Printing Review covers all office printing, scanning, photocopying and faxing. It excludes specialist offsite printing, offset litho printing and digital plotting.

An audit has already identified that the LBB is producing an estimated minimum of 22 million printed sheets per year.

Industry estimates for an organisation the size of LBB claim that the total yearly print could be up 24 million/year of which around 20% is discarded unread.

### **Buildings Covered**

Currently outside the contract are the Brent Housing Partnership and schools but they would be able to procure through the contract if they wish to join at a later date. All other buildings are covered and all print devices and services will be procured through the corporate contract.

### **Potential Budget Savings**

Research by supplier independent document management consultants (Newfield IT), estimated that for unmanaged print services in a public sector organisation the total cost is £450 per employee per year. For LBB this would mean that the council spends around £1.35 million per year.

Our own current estimate for the total printing budget for London Borough of Brent is around £0.9 million per year excluding energy and office space costs. Estimates of potential savings should be approached with caution. In 2001 Gartner estimated that

it was possible to make 30% savings with the introduction of a managed print service using multi-functional printers and this same figure is frequently quoted by suppliers. However this appears to assume that the whole organisation works in modern flexible open plan offices where a few printers can be easily shared by many staff rather than disparate buildings, some of which have little flexibility in layout.

Ongoing work is taking place to identify the potential level of savings in Brent. Such savings are linked to the total amount of print and the default print policy that the council adopts e.g. a default policy of black and white printing will make major savings over a policy that still allows colour printing.

Initial work shows that even with the limitations of the council's current office accommodation significant savings are achievable. Work is ongoing to calculate these potential savings. Such savings will be achieved through the council adopting a print policy which forces black and white double sided printing. Currently double sided printing is not possible from the majority of the council's printers and some 14% of our printing is expensive colour printing which is likely to grow if not controlled. One of the main project outputs is to identify ways in which the amount of printing can be further reduced. Further savings would be realisable with the move to the Civic Centre where savings on office space and energy costs would be significant and the level of savings predicted by Gartner may be achievable.

### **Contribution to LBB Corporate Policies**

Replacing all the separate departmental photocopier contracts and providing a uniform corporate print service across the whole council at a standard and visible cost will contribute to the 'One Council' policy.

Along with Outlook and the new IP telephony system, the corporate print solution will, by allowing printing from any device on the network, be a basic enabler for flexible working.

Since multi-functional printers can replace separate printers, photocopiers, scanners and faxes the number of separate devices will be significantly reduced. There are more than 550 devices across the council. With the current office accommodation it should be possible to reduce this by 200 devices at least, and considerably more in the new Civic Centre. In addition to freeing up office space this will, combined with double sided printing and a reduction in the total print, significantly contribute to energy savings and reductions in carbon emissions.

### **Corporate Print Policy**

A corporate print policy is being drawn up which will specifically require all print devices to be easily operated by anyone with sight or other disabilities and this will be part of the tender evaluation .

The council's Communications Unit has already issued guidance on current print standards and they can be found here

<http://intranet.brent.gov.uk/comdiv.nsf/Communication%20guides/LBB-3> .

### **Timetable**

It is planned to start the tender process in January with an aim to have a contract signed with the successful supplier by late summer. The roll out will be phased over 6 to 12 months and will be co-ordinated with any interim office moves that may be taking place.

### **Lead Officer**

Tony Ellis

Business Transformation Department x 1400

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**Forward Plan Select Committee  
3<sup>rd</sup> November 2009  
Briefing Note From the Director of Finance and  
Corporate Resources**

Wards Affected:  
All

**Briefing Note Title: Council Contracts Database detailing  
current and future contracts**

Forward Plan Ref: F&CR09/11

## 1 Summary

1.1 At the last Forward Plan Select Committee members requested additional information regarding the council's contracts database and contracts scheduled for re-tender. Updating of the database with contract renewal dates and new contract detail is the responsibility of each service area across the council. The corporate procurement unit uses this information to identify potential areas of future cost reduction and savings, define collaborative opportunities, both internally and externally and plan future workload. Due to the size of the database it is not practicable to provide a printed version. The database is searchable and can be found on the intranet under the contracts/tenders tab of the internal procurement pages of the Finance and Corporate Resources internal web site.

## 2 Contract detail breakdown

2.1 Details of the number and value of contracts currently held on the database are shown in the table below. The annual value shown is the cost of the contract for the year designated i.e. our contract database shows that in the years 07-09 Brent spent £17.5 million pounds on external suppliers. The figures are likely to be higher since at that time all contracts were not entered onto the database.

Year	Count of Contracts	Count of Contracts (%)	Current Annual Value	Current Annual Value (%)	Average Annual Spend per contract
2007-2009	131	27%	£17,508,354	11%	£133,652
2009-2010	164	33%	£38,771,255	25%	£236,410
2010-2011	53	11%	£37,435,573	24%	£706,332
2011-2012	36	7%	£15,041,876	10%	£417,830
2012-2013	21	4%	£8,241,538	5%	£392,454
2013-2014	6	1%	£20,219,013	13%	£3,369,836
2014 onwards	79	16%	£18,845,316	12%	£238,548
<b>Total</b>	<b>490</b>	<b>100%</b>	<b>£156,062,925</b>	<b>100%</b>	<b>£5,495,061</b>

2.2 A breakdown of all contracts by service area is shown in the table below

Service Area	Count of Contracts	Count of Contracts (%)	Current Annual Value	Current Annual Value (%)	Average Annual Spend per contract
Business Transformation	11	2%	£23,095,196	15%	£2,099,563
Central Services	15	3%	£4,710,999	3%	£314,067
Children & Families	86	18%	£22,802,105	15%	£265,141
Environment & Culture	58	12%	£37,900,363	24%	£653,455
Finance & Corporate Resources	163	33%	£28,233,217	18%	£173,210
Housing & Community Care	155	32%	£39,306,044	25%	£253,587
Council Wide	2	0%	£15,000	0%	£7,500
<b>Total</b>	<b>490</b>	<b>100%</b>	<b>£156,062,925</b>	<b>100%</b>	<b>£3,766,522</b>

The relatively high ratio of value to number of contracts within the Business Transformation service area relates to the Civic Centre contract (£6 million) and Agency staff contract (£16 million negotiated down to £15.6 million, saving £345,000).

2.3 A breakdown of our top ten supplier categories is shown below, accounting for approximately 62% of total contract value. The first item shown relates to the 33 tenders currently being worked upon by the procurement unit. The fourth item relates to the Property Consultancy framework which is an agreement shared between four suppliers and with WLA partner authorities.

Vendor	Number of Contracts	Current Annual Value	Contract End Date	Description
Currently Under Tender	33	£34,938,568	Various	
Veolia Environmental Services (Uk) Plc	8	£16,173,978	31/03/2014	Corporate Waste Collection/Services
Matrix	1	£16,000,000	04/06/2010	Agency Staff Contract
Mace Ltd - Frankham Consultancy Amey Business -T&T Babcock	1	£8,000,000	24/01/2011	Property Consultancy And Related Services
APCOA Parking	1	£3,900,000	03/07/2012	Parking Enforcement
J & B Construction	2	£3,043,333	31/07/2012	Street Furniture & Painting Works / Footway Relay & Maintenance Works
David Webster Ltd	1	£3,000,000	31/12/2018	Street Lighting Contract
Willow Housing & Care Limited	6	£2,808,909	2010-2012	Older People With Support Needs
London Surfacing Co.Ltd	1	£2,666,660	01/07/2012	Road Surfacing
Capita	1	£2,600,000	01/05/2011	Council Tax, Ndr Collection And It Provision
Linteum (Willesden) Ltd.	1	£1,900,000	31/10/2031	Willesden Sports Centre Pfi



2.4 Major contracts due for re-tender in the years 2015 onwards are shown below

Service Area	Service Unit	Vendor Name	Start Date	End Date	Title	% Savings (3% Target)	Current Annual Value
Finance & Corporate Resources	Information Technology Unit	Computacentre (2e2)	01/10/2009	31/12/2014	Internet Protocol Telephony System	4.07%	270,000
Environment & Culture	StreetCare	David Webster Ltd	01/01/1998	31/12/2018	Street Lighting Contract	3.00%	3,000,000
Environment & Culture	Environment & Culture Directorate	Linteum (Willesden) Ltd.	08/03/2005	31/10/2031	Willesden Sports Centre Pfi	3.00%	1,900,000
Finance & Corporate Resources	Information Technology Unit	Minerva Management Consulting	01/04/2008	01/01/3000	It Consultancy	3.00%	96,507
Finance & Corporate Resources	Information Technology Unit	Evoxus	01/04/2008	01/01/3000	Telephone - Network Deals	3.00%	102,000
Finance & Corporate Resources	Information Technology Unit	Deloitte	01/04/2008	01/01/3000	Crm Software Developer	3.00%	91,885
Children & Families	Department Management Team	Currently Under Tender	01/11/2009	01/01/3000	BSF - Feasibility Study	3.00%	200,000
Finance & Corporate Resources	Property & Asset Management	Veolia Environmental Services (UK) Plc	29/03/2003	01/01/3000	Waste Bin Maintenance - Dyne Road	3.00%	101,904
Housing & Community Care	Strategy & Regeneration	Locata Ltd	18/04/2002	01/01/3000	Administration Of Choice Based Lettings Scheme	3.00%	107,000
Business Transformation	Civic Centre	Currently Under Tender	ongoing	ongoing	Civic Centre construction	3.00%	6,000,000
Housing & Community Care	Housing & Community Care	Currently Under Tender	TBC	TBC	Modernising Transport P2	14.90%	5,829,000
Finance & Corporate Resources	Property & Asset Management	Currently Under Tender	TBC	TBC	Pan London Postal Serv	24.00%	246,000
Environment & Culture	Transportation Unit	In House	TBC	TBC	Street Slips / Trips	25.00%	270,000

### 3 Benefits of complete and accurate contract data.

3.1 Accurate contract data is the cornerstone for determining cost reduction opportunities. With accurate data providing detail of value, term, description and specification it is possible to define the best possible procurement approach matched to current economic and market conditions. Accurate data allows for advanced planning, offering the opportunity to fully examine options for collaborative contracting between internal service areas and with other external partners. Contract data which is mapped to expenditure data allows us to identify anomalies in expenditure e.g. any non-contract expenditure, duplicate contracting and potential process savings such as decreased invoice processing.

3.2 The newly formed Strategic Procurement Board, chaired by the Director of Finance and Corporate Resources, with service area representation at Assistant Director level, has prioritised the compilation of accurate and current contracts and expenditure data and is working with service areas to provide information.

3.3 Corporate procurement staff are working with contract owners to set savings goals at the start of each procurement project. Where there is insufficient market and/or contract data to set a defined goal a nominal 3% target has been set. The savings goals targeted to date are as below

Year	Savings Goal
2007-2009	£525,251
2009-2010	£1,646,960
2010-2011	£1,014,459
2011-2012	£485,841
2012-2013	£490,604
2013-2014	£687,902
2014 onwards	£1,425,528
<b>Total</b>	<b>£6,276,546</b>

3.4. Savings achieved to date in Fiscal Year 2009/10 are as follows

Total Savings: £1,178,626

Savings applied to 2009/10: £835,314

Service Area	Service Unit	Vendor Name	Start Date	End Date	Extension Date	Title	% Savings (3% Target)	Current Annual Value	Savings 12 month period	Annual Saving Financial Year 2009/2010
Children & Families	Schools & Childrens Centres	ISS Caterhouse	01/09/2009	31/08/2012	31/08/2014	Preston Park Catering Services	3.57%	70,000	12,500	1,458
Environment & Culture	Arts & Learning	Intelligent	15/08/2009	14/08/2012	14/08/2014	Library equipment (RFID)	14.87%	99,800	74,178	9,890
Children & Families	Youth Service	MACE Group	01/08/2009	31/03/2010	NA	Roundwood Youth Centre rebuild	47.36%	195,750	217,500	217,500
Finance & Corporate Resources	Property & Asset Management	Connaught Environmental Ltd.	05/04/2007	03/06/2010	03/06/2012	Cleaning - Municipal Buildings	2.50%	641,667	16,042	3,303
Business Transformation	People Centre	Matrix	05/06/2009	04/06/2010	NA	Agency Staff Contract	2.16%	16,000,000	345,600	259,200
Environment & Culture	StreetCare	APCOA Parking	04/07/2005	03/07/2010	03/07/2012	Parking Enforcement	3.74%	3,900,000	146,000	109,500
Finance & Corporate Resources	Property & Asset Management	AA Security	01/05/2009	30/04/2011	30/04/2013	Provision Of Security Services	6.38%	470,000	30,000	27,500
Housing & Community Care	Housing & Community Care	Various Suppliers	01/01/2009	31/12/2013	NA	Passenger Transport	7.69%	1,733,333	133,332	133,332
Environment & Culture	Environmental Health	AA Security	20/07/2009	30/04/2011	30/04/2013	Security Assistance For Nuisance	12.25%	32,130	3,936	716
Business Transformation	People Centre	Guardian Stepstone	01/10/2009	31/03/2013	NA	e-recruitment application tracking system	33.67%	137,800	46,408	5,660
Finance & Corporate Resources	Information Technology Unit	Computacentre (2e2)	01/10/2009	31/12/2014	NA	Internet Protocol Telephony System	4.07%	270,000	43,968	10,992
Finance & Corporate Resources	Procurement & Risk Management	Zurich Insurance Company	01/10/2008	01/10/2009	01/10/2011	Insurance Contract	38.09%	351,000	62,520	20,840
Children & Families	Achievement & Inclusion	Prospects Services Ltd.	01/08/2006	30/09/2011	NA	Delivery Of Education, Employment, Training And Careers Connexions Services To Young People	1.44%	1,558,130	22,437	11,219
Finance & Corporate Resources	Procurement & Risk Management	Office Depot	01/09/2005	31/08/2009	31/10/2009	Stationery	1.94%	300,000	24,205	24,205
										835,314



## THE FORWARD PLAN OF KEY DECISIONS

ISSUE 6 – 5 October 2009 to 8 February 2010

**Contact Officer: Anne Reid**  
email: [anne.reid@brent.gov.uk](mailto:anne.reid@brent.gov.uk)  
Tel: 020 8937 1359  
Fax: 020 8937 1360

*The next issue of the Forward Plan, covering the period 9 Nov 2009 to 7 Mar 2010, will be published on 26 Oct 2009.*

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Paul Lorber  
Leader of the Council

### **Forward Plan 2009/10**

The Forward Plan sets out the key decisions and other decisions that the Executive intends to take over the following four months, together with key decisions by officers and other important decisions to be taken by the Council, its committees or officers. Briefly, a Key Decision is an Executive decision which is likely to result in significant expenditure or savings, or have a significant effect on communities living or working in an area comprising two or more wards. Decisions made by the Executive are subject to a call-in provision. If any item is called in the Scrutiny Committee (made up of Councillors not on the Executive) will meet to consider the item. Following this, the Executive will meet and take into account the recommendations of the Scrutiny Committee. This will usually take place within 4-6 weeks of the original decision. The Executive may then implement or change its decision as it sees fit. The exact date when the recommendations of the Scrutiny Committee on a matter are to be considered by the Executive can be obtained from Democratic Services.

The Plan is updated monthly and republished on the Council's website ([www.brent.gov.uk/democracy](http://www.brent.gov.uk/democracy)). Copies can also be obtained via the Town Hall One Stop Shop, Forty Lane, Wembley, Middlesex, HA9 9HD, telephone 020 8937 1366 or via e-mail at [committee@brent.gov.uk](mailto:committee@brent.gov.uk).

Members of the public are entitled to see the reports that will be relied on when the decision is taken unless confidential or exempt under the Local Government Act 1972 as amended. These are listed in column 5 and will be published on the Council's Website five clear working days before the date the decision is due to be taken. Paper copies will be made available via Democratic Services as detailed above. The Council's Access to Information Rules set out the entitlement of the public to see documents and reports.

Anyone who wishes to make representations regarding any of the matters listed in this Forward Plan, can do so by forwarding a written submission to Democratic Services using the above address/telephone number up to one week before the date the decision is to be taken (see column 4). Where a specific decision date has yet to be identified, contact Democratic Services who will forward representations to the Lead Officer.

The membership of the Executive is as follows:

Cllr Lorber (Corporate Strategy & Policy Co-ordination)  
Cllr Blackman (Resources)  
Cllr Allie (Housing & Customer Services)  
Cllr D Brown (Highways and Transportation)  
Cllr Colwill (Adults, Health & Social Care)  
Cllr Detre (Regeneration & Economic Development)  
Cllr Matthews (Crime Prevention & Public Safety)  
Cllr Sneddon (Human Resources & Diversity, Local Democracy & Consultation)  
Cllr Van Colle (Environment, Planning & Culture)  
Cllr Wharton (Children & Families)

(1) Ref	(2) Subject & Decision to be taken	(3) Decision maker	(4) Date on or period within which decision to be taken	(5) Relevant reports	(6) Those to be consulted and how	(7) Lead Officer
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**CENTRAL**

Bus Tran -09/10- 03	<u>Civic Centre</u>  To note the current position on the concept design for the Civic Centre and to give approval to continue with the design development to Royal Institute of British Architects stage D, submit the planning application and authority to tender the main design and build contract for the Civic Centre.	Executive	19 Oct 09	Report from the Director of Business Transformation	Internal only	Aktar Choudhury
Bus Tran -09/10- 03	<u>Printing Review Tender Results</u>  To approve the award of a single contract for the provision of hardware and software for all printing, copying and scanning for the council to the tenderer recommended as an outcome of the procurement process.	Executive	18 Jan 10	Report from the Director of Business Transformation	Internal only	Tony Ellis
Cent -09/10- 1	<u>Petition for changes to consultation process</u>  To consider whether to change the council's consultation process so that all future consultations include every person on the electoral register who is resident in the consultation area.	Executive	19 Oct 09	Director of Communication, Consultation and Diversity	Internal only	Owen Thomson
F&CR -09/10- 11	<u>Authority to tender for contract for banking services, card acquiring and bill payments services</u>	Executive	19 Oct 09	Report from the Directors of Finance and	Internal only	Duncan McLeod/ Sarah Cardno

(1) Ref	(2) Subject & Decision to be taken	(3) Decision maker	(4) Date on or period within which decision to be taken	(5) Relevant reports	(6) Those to be consulted and how	(7) Lead Officer
	To approve the pretender considerations and criteria to be used to evaluate tenders for the contracts for banking services, card acquiring and bill payments services, and to go out to tender in November 2009, in order for the successful contractors to be known by July/August 2010 in time for preparations for 2011.12 Council Tax billing.			Corporate Resources		
F&CR -09/10- 10	<u>38 Craven Park Road (BACES) - proposed disposal</u>  To give approval to the sale of the property at auction once the occupiers BACES have relocated to the Harlesden Library Plus premises and it becomes surplus to requirements.	Executive	19 Oct 09	Report from the Directors of Finance and Corporate Resources	Internal	Dipal Patel
F&CR -09/10- 10 86 00 00 00	<u>Coniston Gardens</u>  To decide on the future use of former scout hut adjacent to 2 Coniston Gardens, NW9 OBB.	Executive	Nov/Dec 09	Report from the Directors of Finance and Corporate Resources and of Children and Families	Ward councillors	James Young
PRU -09/10- 2	<u>Annual Complaints Report 2008/09</u>  To consider an analysis of the complaints about Brent Council considered by the Local Government Ombudsman; the Council's performance under its own procedure; and reports on developments in the Council's complaint handling arrangements.	Executive	19 Oct 09	Report from the Director of Policy and Regeneration	Internal only	Phil Newby
PRU -0910- 7	<u>South Kilburn New Deal for Communities - Succession Strategy and Business Plan</u>  To approve the succession strategy for the South Kilburn New Deal for Communities, including the full	Executive	19 Oct 09	Report from Director of Policy and Regeneration	South Kilburn Neighbourhood Trust	Andy Donald

(1) Ref	(2) Subject & Decision to be taken	(3) Decision maker	(4) Date on or period within which decision to be taken	(5) Relevant reports	(6) Those to be consulted and how	(7) Lead Officer
	business plan, in advance of formal submission to the government for their approval.					
PRU -09/10- 8	<u>The future of employment provision in Brent</u>  To authorise entry into a Joint Venture agreement for the purposes of delivering employment services across the Borough and to approve the Heads of Terms arrangements for this.	Executive	16 Nov 09	Report from Director of Policy and Regeneration	Internal only	Andy Donald
PRU -09/10- 10	<u>Alperton growth area – a vision for change</u>  To endorse the vision for the Alperton Growth Area which is which is currently being developed by Major Projects Team (PRU), The Planning Service and Housing intended to be used as a basis for a masterplan.and for the established team to continue to develop a regeneration plan for the area.	Executive	16 Nov 09	Report from Director of Policy and Regeneration	Internal only	Andy Donald

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**CHILDREN & FAMILIES**

C&F -09/10- 005	<u>Future Acquisition Strategy for the Brent Transport Fleet</u>  To approve the future acquisition and maintenance strategy for the Brent Transport Services (BTS) vehicle fleet, and approval for an initial procurement of vehicles as required by this strategy.	Executive	19 Oct 09	Joint report from the Director of Children and Families and of Housing and Community Care	Internal only	John Christie
C&F -09/10- 007	<u>Building Schools for the Future(BSF) Project Initiation document</u>  To receive an update on Brent's position with regards to entering the BSF National Programme and to approve the Project Initiation Document which	Executive	16 Nov 09	Director of Children and Families	Internal	John Christie

(1) Ref	(2) Subject & Decision to be taken	(3) Decision maker	(4) Date on or period within which decision to be taken	(5) Relevant reports	(6) Those to be consulted and how	(7) Lead Officer
	sets out details regarding Brent's Building School's for the Future programme.					

## ENVIRONMENT & CULTURE

E&C -09/10- 13	<u>Revision and update of the Carbon Management Plan</u>  To agree a new carbon baseline in line with National Indicator 185 and set new Council carbon reduction targets and revisit carbon reduction projects.	Executive	19 Oct 09	Report from the Director of Environment and Culture	Internal only	Jeff Bartley
E&C -09/10- 14	<u>Review of Environmental Policy</u>  To revise the current Environmental Policy in accordance with ISO 14001 and align the policy with the new Council Policy and Strategy.	Executive	19 Oct 09	Report from the Director of Environment and Culture	Internal only	Jeff Bartley
E & C -09/10- 16	<u>Third Pool in Brent – Progress Report</u>  To review site options for a third pool to serve the north of the Borough and agree the preferred site. To instruct officers to complete a detailed feasibility study including the financial implications.	Executive	19 Oct 09	Report from the Director of Environment and Culture	Internal only	Gerry Kiefer
E&C -09/10- 15	<u>Disposal of Properties at 776 and 778 Harrow Road</u>  To approve the disposal of two properties situated on the edge of Barham Park at 776 and 778 Harrow Road.	Executive	16 Nov 09	Report from the Director of Environment and Culture	Internal only	Sue Harper
E&C -09/10- 007	<u>Strategy for Sport and Physical Activity in Brent</u>  To note the findings of the report and agree the key	Executive	16 Nov 09	Report from the Director of Environment	Consultation prior to drafting document and as a	Gerry Kiefer



(1) Ref	(2) Subject & Decision to be taken	(3) Decision maker	(4) Date on or period within which decision to be taken	(5) Relevant reports	(6) Those to be consulted and how	(7) Lead Officer
	themes, target groups and priority sports.			and Culture	draft version: sports clubs, individuals, outside organisations etc.	
E & C -09/10- 17	<u>Cultural Strategy for Brent</u>  To agree the new Cultural Strategy for Brent, including the key principles for the development of cultural services across the Borough.	Executive	14 Dec 09	Report from the Director of Environment and Culture	Public consultation undertaken as part of development of document	Sue Harper

#### HOUSING & COMMUNITY CARE

H&CC -09/10- Page 101	<u>Authority to participate in a West London collaborative procurement for residential and nursing care for adults</u>  To approve the Council participating in a collaborative tender with six West London boroughs for the provision of home care for older people with learning disabilities, physical disabilities and people with mental health problems.	Executive	Oct/Nov 09	Report from the Director of Housing and Community Care	Internal only	Linda Martin
H&CC -09/10- 16	<u>Authority to participate in a West London collaborative procurement for domiciliary care</u>  To approve the council participating in a collaborative tender with six west London boroughs for the provision of residential and nursing homes for older people, people with learning disabilities, physical disabilities and people with mental health problems.	Executive	Oct/Nov 09	Report from the Director of Housing and Community Care	Internal only	Linda Martin

(1) Ref	(2) Subject & Decision to be taken	(3) Decision maker	(4) Date on or period within which decision to be taken	(5) Relevant reports	(6) Those to be consulted and how	(7) Lead Officer
H&CC -09/10- 13	<p><u>Supporting people refreshed five year strategy 2009 2014 and the financial benefits of preventative housing related support services</u></p> <p>To agree the refreshed supporting people strategy 2009-14 and to note the financial benefits for the Council accrued through the funding of preventative housing related support services.</p>	Executive	Oct/Nov 09	Report from the Director of Housing and Community Care	Internal only	Liz Zacharias/Martin Cheeseman
H&CC -09/10- 14  Page 102	<p><u>Termination of Middlesex House and Lancelot Housing scheme</u></p> <p>To approve entering into an agreement with Network Housing Group in order to terminate the existing scheme arrangements in order to convert the properties into permanent affordable housing.</p>	Executive	Oct/Nov 09	Report from the Directors of Housing and Community Care and Finance and Corporate Resources	Internal only	Manjul Shah
H&CC -09/10- 5	<p><u>Authority to tender for Supporting People funded Domestic Violence services</u></p> <p>To agree to tender re-specified supporting people funded services for people experiencing domestic violence and to extend current contracts to 30 September 2010.</p>	Executive	Oct/Nov 09	Report from the Director of Housing and Community Care	Internal only	Linda Martin/ Liz Zacharias
H&CC -09/10- 07	<p><u>Development of contracts with voluntary organisations</u></p> <p>To note the information regarding the remaining grant funded organisations and for those organisations providing mainstream services for older people to agree the development of contracts</p>	Executive	Oct/Nov 09	Report from the Director of Housing and Community Care	Internal only	Linda Martin/Jayne Spencer

(1) Ref	(2) Subject & Decision to be taken	(3) Decision maker	(4) Date on or period within which decision to be taken	(5) Relevant reports	(6) Those to be consulted and how	(7) Lead Officer
	to replace the current grant funding.					
H&CC -09/10- 3	<u>Transfer of funds for learning disability</u>  To accept and agree transfer of funds for learning disability from NHS Brent.	Executive	Oct/Nov 09	Report from the Director of Housing and Community Care	NHS Brent, Learning Disability Partnership Board	Keith Skerman/ Gordon Fryer
H&CC -09/10- 4	<u>Safeguarding vulnerable adults improvement action plan update</u>  To note update progress on action plan since CSCI Inspection report July 08.	Executive	Oct/Nov 09	Report from the Director of Housing and Community Care	Safeguarding Adults Board	/Sarah McDermott
H&CC -09/10- 11	<u>Tender for private sector leased accommodation</u>  To approve the tender for the procurement and management of private sector leased accommodation used to house statutory homeless households.	Executive	Oct/Nov 09	Report from the Director of Housing and Community Care	Internal only	Martin Cheeseman/ Zaheer Iqbal
H&CC -09/10- 12	<u>Extension of the Direct Payments Support and Advice Service Contract with Penderels Trust and proposals to review the current arrangements for the service</u>  To approve the extension of the Council's existing Direct Payments Support and Advice Service contract with Penderels Trust, and to note the proposals to review the direct payments service in line with the Social Care personalisation agenda.	Executive	Oct/Nov 09	Report from the Director of Housing and Community Care	Internal only	Linda Martin/Beverleigh Forbes
H&CC -09/10- 10	<u>Disposal of freehold interests in residential buildings</u>  To consider disposal of freehold ownership of residential premises where all flats are sold on long	Executive	Oct/Nov 09	Report from the Director of Housing and Community	Internal only	Martin Cheeseman/ Helen Evans

(1) Ref	(2) Subject & Decision to be taken	(3) Decision maker	(4) Date on or period within which decision to be taken	(5) Relevant reports	(6) Those to be consulted and how	(7) Lead Officer
	leases.			Care		
H&CC -09/10- 09	<u>Telecom aerials on residential buildings</u>  To review the policy on the use of income from Telecom aerials sited council owned residential buildings.	Executive	Oct/Nov 09	Report from the Director of Housing and Community Care	Tenants	Martin Cheeseman/ Helen Evans
H&CC -09/10- 11	<u>John Billam site proposal</u>  To approve proposals for the re-provision of a Learning Disability Resource Centre at the John Billam site (from Albert Road and ASPPECTS Day Services).	Executive	Oct/Nov 09	Report from the Director of Housing and Community Care	Primary Care Trust	Keith Skerman
H&CC -09/10- 04	<u>Main Programme Grant funding 2010/13</u>  The report concerns the allocation of the Main Programme Grant to voluntary organisations and recommends two 'themes' for which a proportion of the grant should be allocated to the 3 year funding programme for 2010/13.	Executive	Nov/Dec 09	Report from the Director of Housing and Community Care	Internal only	Linda Martin/Beverleigh Forbes
H&CC -08/09- 09	<u>ALMO Settled Homes Initiative</u>  To approve the delivery plan and funding arrangements for the ALMO Settled Homes initiative.	Executive	Nov/Dec 09	Report from the Director of Housing and Community Care	Internal only	Manjul Shah/Maggie Rafalowicz

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