



Forward Plan Select Committee

Wednesday, 11 August 2010 at 7.30 pm
Committee Room 4, Brent Town Hall, Forty Lane,
Wembley, HA9 9HD

Membership:

Members

Councillors:

Allie (Chair)
Hirani (Vice-Chair)
Mrs Bacchus
Lorber
Naheerathan
Ogunro
BM Patel
Van Kalwala

first alternates

Councillors:

Beck
Aden
Oladapo
Brown
Al-Ebadi
Chohan
HM Patel
A Choudry

second alternates

Councillors:

Matthews
Adeyeye
Sheth
Matthews
Beckman
A Choudry
Steel
Daly

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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
1 Declarations of Personal and Prejudicial interests	
Members are invited to declare, at this stage of the meeting, any relevant financial or other interest in the items on this agenda.	
2 Deputations (if any)	
3 Minutes of the Previous Meeting held on 8 July 2010	1 - 10
The minutes are attached.	
4 Matters Arising (if any)	
5 Call-in of Executive Decisions from the Meeting of the Executive on Monday, 26 July 2010	
Decisions made by the Executive on 23 June 2010 in respect of the reports below were called-in for consideration by the Forward Plan Select Committee in accordance with Standing Order 18.	
a) Modernisation of Direct Services	11 - 36
The reasons for the call-in are:-	
<ul style="list-style-type: none">• to review the plans of the consultation• to receive a fuller explanation and review of the Policy direction in relation to improving access to mainstream services.	
The Executive report is attached. The Lead Member and Lead Officer are invited to the meeting to respond to Members' questions.	
b) Criteria for Transport Services	37 - 48
The reasons for the call-in are:-	
<ul style="list-style-type: none">• to review the impact on service users• to review the findings of the Equality Impact Assessment	

The Executive report is attached. The Lead Member and Lead Officer are invited to the meeting to respond to Members' questions.

- c) Budget Strategy 2011/12 to 2014/15 49 - 66

The reasons for the call-in are:-

- to explore the extent to which the strategy is wise in relation to the potential for Invest to Save – such as recycling initiatives that could reduce Landfill Tax, etc.
- to explore further the impact of the decisions in relation to the Council's stated Corporate Priorities, and public commitments made by Executive members.

The Executive report is attached. The Lead Member and Lead Officer are invited to the meeting to respond to Members' questions.

- d) Relocation of Albert Road 67 - 74

The reason for the call-in is:-

- to review the cost implications, and the loss of open space.

The Executive report is attached. The Lead Member and Lead Officer are invited to the meeting to respond to Members' questions.

- 6 The Executive List of Decisions for the Meeting that took place on Monday, 26 July 2010 75 - 82**

The List of Decisions from the meeting that took place on Monday, 26 July 2010 is attached.

- 7 Briefing Notes/Information Updates requested by the Select Committee following consideration of Issue 3 (2010/11) of the Forward Plan**

- a) Modernisation of Direct Services

The Select Committee requested a briefing note to provide details of the modernisation plan. The Executive report is attached under item 5(b).

Briefing note to follow.

- b) Disposal of Two Former Park Keeper Properties on Barham Park 83 - 84

The Select Committee requested a briefing note on this item providing details of what options are being requested.

The lead officer has also been invited to the meeting to respond to Members' questions.

- c) Waste and Street Cleansing Review 85 - 86

The Select Committee requested a briefing note on this item focusing on proposals for efficiency savings and the purposes of the consultation.

The Lead Member and lead officer have also been invited to the meeting to respond to Members' questions.

Executive report to follow.

- d) Arms Length Management Organisation New Build Programme 87 - 88

The Select Committee requested a briefing note on this item providing details of the implications of mixed tenures and the costs involved of disposing of properties, including in-house disposals.

The Lead Member and lead officer have also been invited to the meeting to respond to Members' questions.

- e) Homes and Communities Agency Investment Plan 89 - 90

The Select Committee requested a briefing note on this item explaining what sites are potentially affected and the implications for mixed tenures.

The Lead Member and lead officer have also been invited to the meeting to respond to Members' questions.

- f) Dudden Hill Lane, Land Adjacent to No. 19 91 - 92

The Select Committee requested a briefing note on this item to provide details of the other options considered prior to disposing of the land to a housing association.

- g) Land at Elm Gardens 93 - 94

The Select Committee requested a briefing note on this item providing details of any offers and approaches to or from other organisations to acquire the site.

- h) Authority to Renew Advice Service Grants 95 - 96

The Select Committee requested a briefing note on this item to explain whether the grant funding is subject to inflation adjustments.

i) Building Schools for the Future Strategy for Change

The Select Committee requested a briefing note on this item providing information on any arrangements in light of the cancellation of the Building Schools for the Future programme.

8 The Forward Plan - Issue 4

97 - 106

Issue 4 (01.08.2010 to 30.11.2010) is attached.

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

None.

10 Date of Next Meeting

The next scheduled meeting of the Forward Plan Select Committee is scheduled for Tuesday, 7 September 2010 at 7.30 pm.

11 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.
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LONDON BOROUGH OF BRENT

MINUTES OF THE FORWARD PLAN SELECT COMMITTEE

Thursday, 8 July 2010 at 7.30 pm

PRESENT: Councillor Allie (Chair), Councillor Hirani (Vice-Chair) and Councillors Mrs Bacchus, Lorber, Naheerathan, Ogunro and BM Patel

Also Present: Councillors J Moher and R Moher

Apologies were received from: Councillors Van Kalwala

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

None declared.

2. **Minutes of the Previous Meeting held on 25 March 2010**

RESOLVED:-

that the minutes of the previous meeting held on 25 March 2010 be approved as an accurate record of the meeting.

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

None.

4. **Call-in of Executive Decisions from the Meeting of the Executive held on Wednesday, 23 June 2010**

Decisions made by the Executive on 23 June 2010 in respect of the reports below were called-in for consideration by the Forward Plan Select Committee in accordance with Standing Order 18.

(a) ***Enforcement of Moving Traffic and Parking Contraventions by means of CCTV cameras***

The reason for the call-in was:-

- To examine the cost implications and timetable for implementation

Councillor J Moher (Lead Member for Highways and Transportation) introduced the report and confirmed that enforcement of moving traffic contraventions (MTCs) had been agreed in principle at the Executive meeting in March 2009 and he drew Members' attention to the resolutions agreed at that meeting. Members heard that

the proposals had arisen in light of the London Local Authorities and Transport for London Act 2003 which allowed transfer of powers from the police to local authorities to take enforcement against minor traffic offences. Councillor J Moher explained that it was necessary for the Council to acquire these powers as the police had indicated that they would no longer be taking action against motorists who had made minor errors of judgement. However, he stressed that such minor error of judgements could lead to serious traffic contraventions, compromising the safety of both motorists and pedestrians and the proposals focused on ensuring public safety. Members heard that although this was a new area of expenditure, the income such measures were likely to generate were assured. Councillor J Moher then referred to some of the proposals in the report in detail, including the intention to introduce smaller but clearer hatch lines in order to make an infringement less excusable. There were also proposals to increase safety in school locations, such as deterring cars from parking nearby and such measures would be welcomed by schools and parents. It was proposed that fines would be used as a form of deterrent for such contraventions. Councillor J Moher confirmed that the proposals also required the approval of Full Council and London Councils.

During Members discussion, Councillor Hirani enquired when the initial costs of introducing the scheme would be covered by the income it would generate and sought clarification as to whether traffic enforcement cameras would be used. Councillor Naheerathan raised the issue of traffic flow at the junction of Kingsbury Road and Edgware Road and enquired about the processes involved in changing the phasing of traffic lights.

Councillor Lorber sought further details of the annual repayments of the prudential borrowing undertaken to fund the scheme and enquired what the anticipated number of penalty notice charges (PCNs) would be. With regard to yellow box junctions, he referred to the one located at the junction of Forty Lane and The Paddocks, stating that it was difficult to avoid infringements when turning into The Paddocks when traffic was at a standstill, and similar situation existed at other locations in the borough. He stressed the need to ensure that due consideration was given as to how the measures were implemented and took into account the specific characteristics of the various locations. Furthermore, each measure should be designed so as to minimise the prospect of appeals. Councillor Lorber commented that there needed to be more publicity to ensure motorists were aware of what the traffic contraventions are and that they could be penalised for committing them. He also requested that the consultation strategy for the proposals be circulated to Members.

The Chair enquired about the costs incurred to date with the scheme and requested details of expenditure with regard to publicity and public awareness of the scheme and the proportion this would represent of the total budget, adding that it was important that sufficient funds were available to ensure effective communications. He sought clarification on enforcement of MTCs in locations that shared borders with other London boroughs, in addition to the A5 road that bordered with the London Borough of Camden. Details were sought for the costs of the mobile enforcement vehicles and of income generated through the scheme repaying the set-up costs. The Chair enquired what factors had been taken into consideration in determining the yellow box junction locations chosen for phase one of the scheme. In respect of schools, he enquired on the number that had made complaints in respect of the keeping schools clear proposal. He enquired whether the CCTVs

would be used for any other reason than to monitor traffic, and if so had there been any consideration of the criteria for any such other uses, adding that there were privacy issues to consider. The Chair also sought views on the anticipated number of appeals against PCNs.

In reply to the issues raised, Councillor J Moher advised that enforcement officers would be trained to ensure that they were fair to motorists and the individual features of each site, including the yellow box junctions mentioned by Councillor Lorber, would be considered carefully. He stressed that the focus of the scheme was to deter motorists from poor behaviour and not to raise revenue and the purpose of issuing fines was to deter such behaviour. Councillor J Moher concurred that there needed to be considerable thought as to how to publicise the enforcement that the Council will be carrying out. With regard to CCTV, Councillor J Moher advised that Transportation would be mindful of the need to consider privacy issues and the appropriateness of using cameras for other purposes other than for monitoring traffic. He suggested that it was likely that the scheme would be reviewed after a period of six months.

Sandor Fazekas (Assistant Head – Highways and Civil Engineering, Transportation Unit, Environment and Culture) advised that approximately £70,000 had been spent on the scheme in 2009/10, whilst all spending for the current financial year was subject to Council approval. Members noted that Transportation were working with the Communications Team on a consultation strategy and areas of consideration included press releases, advertising on buses, posters, advertisements in newspapers and information on the Council's website and Brent Magazine. Consideration would be given to ensure that the scheme was publicised through the appropriate forms of media and there was no intention to restrict the budget in terms of spending on publicising the scheme. Sandor Fazekas explained that it had been agreed in principle with the London Borough of Camden that the Council would be responsible for MTC enforcement along the A5, however arrangements for other areas that bordered neighbouring London boroughs would be considered in the future as the scheme was developed and this could possibly include areas such as Kenton Road and Harrow Road. He also advised that officers anticipated that the costs of both implementing and operating the scheme would be covered, with approximately £830,000 income generated in the first year of implementation and £527,000 in the second year.

Tim Jackson (Head of Transportation, Environment and Culture) advised that it was anticipated that the prudential borrowing to set up the scheme would be paid back within a four to five year period through income generated by the scheme. He confirmed that the prudential borrowing would be repaid at a rate of £225,000 a year and this amount included the interest payable. Members noted that it was projected that approximately 18,000 PCNs would be issued in the first year of implementation, and as the effects of the scheme modified motorists behaviour, the amount of PCNs would fall to around 12,000 PCNs in the second year. Tim Jackson advised that each site would be examined with regard to yellow box junctions to ensure that the Council and London Councils were satisfied with their layout and location and some boxes would be reduced in size. The yellow box junctions identified in the report included locations where there was evidence of a significant number of accidents which resulted in personal injury which offered a reliable indicator of the need for yellow box junctions. Officers would be trained to ensure that they understood the behaviour of motorists and to take the appropriate

enforcement action, which would be monitored. Members heard that it was not an offence to wait in the yellow box junction at the Forty Lane and The Paddocks junction in the circumstances so described by Councillor Lorber. Tim Jackson assured Members that every effort would be made to ensure transparency with regard to the proposals, whilst benchmarking against other London boroughs would be undertaken with regard to a communications budget and he agreed to circulate details of the consultation strategy once it had been devised.

Tim Jackson advised that schools had complained consistently about traffic-related matters around their schools and some 24 schools had been identified to be included in the keeping schools clear proposals. The Select Committee heard that it was anticipated that approximately 30% of PCNs issued would result in appeals, however CCTV would deter appeals being issued and motorists would be able to download footage of the offences that they had been issued the PCN for to help them determine whether they wished to appeal. With regard to issues raised by Councillor Naheerathan concerning traffic flow at the junction of Kingsbury Road and Edgware Road, Tim Jackson stated that officers would investigate this and he advised that as Transport for London were responsible for traffic signals, applications to them were required to make changes to their phasing.

Members agreed to the Chair's suggestion that the review of the scheme be reported back to the Highways Committee and to Councillor Lorber's suggestion that a further report be presented to the Executive to consider the criteria for other uses of CCTV cameras other than to monitor traffic.

RESOLVED:-

- (i) that upon considering the report from the Director of Environment and Culture, the decisions made by the Executive be noted;
 - (ii) that the Executive be requested to agree that the review of the Enforcement of Moving Traffic and Parking Contraventions by means of CCTV cameras scheme be reported to the Highways Committee; and
 - (iii) that the Executive be requested to agree that it consider a future report on the criteria for other uses of those CCTV cameras that are required for this project other than to monitor traffic.
- (b) **Main Programme Grant – Funding for Organisations Providing Regeneration, Crime and Community Safety Services (Three Year Funding)**

The reason for the call-in was:-

- Inaccurate information regarding financial position of Brent Private Tenants Rights Group given.

Martin Cheeseman (Director of Housing and Community Care) introduced the report and explained that applications to the Main Programme Grant (MPG) was open to both organisations who were already receiving funding from the Programme and those who were not presently funded by it. Some 69 applications from 67 organisations had been received and the number submitted significantly

outstripped the funding available. Members noted that 20 projects had been recommended for MPG funding and Martin Cheeseman confirmed that the Brent Private Tenants Rights Group (BPTRG) had been unsuccessful, as although there was merit in the applicant's objectives, other organisations' applications better met the Council's objectives. Martin Cheeseman acknowledged that there had been some inaccuracies in the report concerning BPTRG's financial position and he accepted that the organisation had made a loss of £750 in 2008-09 and not £3,929 as stated in the report. The Select Committee heard that BPTRG already received funding under a separate scheme from Housing and Community Care and BPTRG had approached the Council to request some flexibility in the funding it received to assist in delivering its Homeplan project. There were also concerns that the application, if approved would lead to funding of a duplication of services. Martin Cheeseman stated that the decision not to approve BPTRG had been a difficult one, however the implications of restoring its funding would mean removing the funding from another organisation that had made a successful application.

Councillor R Moher (Lead Member for Adults, Health and Social Care) added that the MPG strategy had been approved Council-wide and that the approach taken was fairer as it gave opportunities to organisations that were not presently funded by the Council. Members noted that the applications that were most successful were those which best met the Council's objectives.

With the approval of the Chair, Jacky Peacock, Executive Director of the BPTRG, was invited to address the Select Committee. Jacky Peacock reaffirmed that BPTRG had made a net loss of £750 during 2008/09. She acknowledged that BPTRG had been through a difficult period, partly due to its contract with the Legal Services Commission and that flexibility in the use of grants had been requested, however this had been for the Tenancy Engagement project which was not an area covered by the application. The financial situation for BPTRG had improved significantly during 2009/10 and demand was increasing for services provided by the organisation as the economic difficulties continued. Jacky Peacock felt that the report was misleading in stating that BPTRG served 1,950 residents, stating that this only included the number who used the service in 2008/09 and that tens of thousands had used the service over the years. She stressed the importance of Homeplan, which assisted a significant number of families who approached BPTRG when their tenancies come to an end for help and guidance and felt that the service encouraged self-empowerment for families in avoiding homelessness and in finding a decent home in the private rented sector. Jacky Peacock continued that BPTRG took a rounded, long term approach for its users, looking at social and cultural factors and had proven to be effective, with families' outcomes measured every three months. Jacky Peacock referred to the Government's Emergency Budget and the impact this would have on housing benefits, asserting that this would mean that a number of claimants would have to move as their areas would become unaffordable. This, in addition to the overall economic situation meant that there would be even greater demand for the services offered by BPTRG who would seek to target the most hard to reach areas where help was most needed. Jacky Peacock concluded by stating that she understood that some £40,000 of the MPG was yet to be allocated and enquired about the possibility of BPTRG receiving this funding.

In reply to queries from Members, Jacky Peacock advised that BPTRG's draft accounts for 2009/10 were presently being audited and income was due to the organisation.

During Members' discussion, Councillor Lorber sought clarification with regard to comments in the report that BPTRG was in receipt of other funding from Housing and Community Care and therefore could not have their application recommended and that the organisation was not financially viable, particularly as BPTRG appeared to have £35,000 in reserve. He also enquired whether any newly created organisations would be receiving any MGP funding. The Chair asked if there could be any flexibility for the remaining MPG funding being allocated to BPTRG.

In reply, Martin Cheeseman advised that although the BPTRG's losses were smaller than had originally been reported, it was still financially unviable in terms of the MGP's criteria. This was explained in that both BPTRG's working capital ratio and liquidity ratio were below the required ratios to be considered financially viable. Martin Cheeseman stated that there were some shortcomings with regard to objectives being met for the Homeplan project during 2009/10 which, along with the financial problems being experienced, had led to BPTRG requesting some leverage concerning use of funds from another Housing and Community Service funded project. Concerns had also been raised regarding obtaining appropriate information to measure performance of the Homeplan project. In addition, the 2009/10 accounts were not available at the time of the assessment of the application. The Select Committee noted that the anticipated additional demand in respect of the services provided by BPTRG had been factored in, especially in light of the Emergency Budget which was likely to place a significant increase in demand. The changes to the MGP were designed to help organisations get their projects up and running over a three year period before consideration of new schemes through applications submitted by organisations, including those that had not received funding from the Council in the past, although these would not necessarily be totally new organisations. Martin Cheeseman advised that some £43,000 had been set aside as part of an exit strategy to assist organisations that were having their funding stopped. He added that if for any reason an organisation did not take up the funding it had been offered, then other organisations could be re-considered for the funds that would become available.

Councillor R Moher added that difficult decisions had been made with regard to allocating the MGP and it was unfortunate that some organisations had not been successful in their applications because of the limited funds available.

Members then agreed with Councillor Lorber's suggestion that if any funding becomes available from the MGP, BPTRG be given priority in being allocated this funding.

RESOLVED:-

- (i) that upon considering the report from the Director of Housing and Community Care, the decisions made by the Executive be noted; and
- (ii) that the Executive be requested to give priority to the Brent Private Tenants Rights Group should any funding from the Main Grant Programme become available.

(c) **South Kilburn Regeneration – Next Steps**

The reason for the call-in was:-

- To examine further the cost implications and timetable

The Chair stated that the Members who had called-in the item were to receive briefing notes providing details of the information that they had requested.

RESOLVED:-

that upon considering the report from the Directors of Policy and Regeneration and Housing and Community Care, the decisions made by the Executive be noted.

5. **The Executive List of Decisions for the Meeting that took place on Wednesday, 23 June 2010**

RESOLVED:-

that the Executive List of Decisions for the meeting that took place on Wednesday, 23 June 2010 be noted.

6. **Briefing Notes/Information Updates requested by the Select Committee from earlier versions of the Forward Plan**

Equalities Impact on Finance Modernisation Project

RESOLVED:-

that the briefing note on Equalities Impact on Finance Modernisation Project be noted.

7. **The Forward Plan - Issue 3**

Issue 3 of the Forward Plan (12.07.10 to 08.11.10) was before members of the Select Committee. Following consideration of Issue 3 of the Forward Plan, the Select Committee made the following requests:-

(i) ***Dudden Hill Lane, land adjacent to No. 19***

The Select Committee requested a briefing note on this item providing details of the other options considered prior to disposing of the land to a housing association. The request was made by the Chair.

(ii) ***Land at Elm Gardens***

The Select Committee requested a briefing note on this item providing details of any offers or approaches made to or from other organisations to acquire the site and the procedures involved in disposing of the site. The request was made by the Chair.

(iii) ***Disposal of two former park keeper properties on Barham Park***

The Select Committee requested a briefing note on this item providing details of what options are being considered.

Lead officer attendance was also requested to respond to Members' questions. The request was made by Councillor Lorber.

(iv) ***Building Schools for the Future Strategy***

The Select Committee requested a briefing note on this item providing information on arrangements in view that the Government has shelved the Building Schools for the Future Programme. The request was made by Councillor Hirani.

(v) ***Waste and Street Cleansing Review***

The Select Committee requested a briefing note on this item focusing on proposals for efficiency savings and the objectives of the consultation.

Lead Member and lead officer attendance was also requested to respond to Members' questions. The request was made by the Chair.

(vi) ***Modernisation of Direct Services***

The Select Committee requested a briefing note on this item providing details of the modernisation plans. The request was made by the Chair.

(vii) ***ALMO New Build Programme***

The Select Committee requested a briefing note on this item providing details of the implications of mixed tenures and the costs involved in disposing of properties, including in-house disposals.

Lead Member and lead officer attendance was also requested to respond to Members' questions. The request was made by the Chair and Councillor Lorber.

(viii) ***Homes and Community Agency investment plan***

The Select Committee requested a briefing note on this item to explain what sites are potentially affected and the implications for mixed tenures.

Lead Member and lead officer attendance was also requested to respond to Members' questions. The request was made by the Chair.

(ix) ***Authority to renew advice service grants***

The Select Committee requested a briefing note on this item to explain whether the grant funding was subject to inflation adjustments. The request was made by the Chair.

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

None.

9. **Date of Next Meeting**

It was noted that the next meeting of the Forward Plan was scheduled to take place on Wednesday, 11 August 2010 at 7.30 pm.

10. **Any Other Urgent Business**

None.

11. **Exclusion of Press and Public**

The following appendices are not for publication as it/they relate to the following category of exempt information as specified in the Local Government Act 1972 namely:

Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Call-in of Executive Decisions from the Meeting of the Executive held on Wednesday, 23 June 2010

South Kilburn Regeneration - next steps – appendices 2 and 3.

Members noted appendices 2 and 3 of the report.

The meeting closed at 9.15 pm

J ALLIE
Chair

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Executive
26 July 2010

Report from the Director of Housing and Community Care

Wards affected:
ALL

Adult Social Care Direct Services Review

1.0 Summary

- 1.1 The Direct Services Review is part of Adult Social Care Transformation. The Day Opportunities Strategy has been developed through this review
- 1.2 The Strategy aims to improve the provision of direct services provided by the Council to vulnerable people and provide better value for money.
- 1.3 The report identifies the need to consult on the strategy with service users, carers and stakeholders.
- 1.4 The report also highlights the immediate problems with Stonebridge day centre. The day centre is no longer fit for purpose and requires £150,000 immediate structural repair work followed by an ongoing programme of remedial work.
- 1.5 Stonebridge day centre requires under pinning as there has been substantial movement in the building. There are health and safety risks of not progressing this work to both service users and staff are significant. It will be disruptive to service users to undertake the works whilst continuing to deliver the service.
- 1.6 National policy and local strategy advocate that services for people with a learning disability should be personalised thereby promoting service user choice and control to help develop independence and skills. The proposed new service model is consistent with this policy and will help to deliver improved outcomes for local people.

2.0 Recommendations

- 2.1 That the Executive agrees to consultation on the Day Opportunities Strategy. This will include a review of all buildings accommodating directly provided adult social care services, and is intended to lead to their modernisation and transformation.
- 2.2 That the Executive appreciates the issues relating to Stonebridge, options for addressing these issues will be discussed as part of the consultation.

3.0 National and local policy context

- 3.1 Recent social care policy has focussed on the need to develop more personalised services for adults, which will provide greater choice for individuals, help to promote their independence and enable them to improve their quality of life.
- 3.2 This philosophy is central to the values and principles advocated in *Putting People First: a shared vision for the transformation of adult social care* (2007) and other recent policy such as *Our Health, Our Care or Say* (2006); *Living Well with Dementia: A National Dementia Strategy* (2008) and *Valuing People Now: a new three year strategy for people with learning disabilities* (2009).
- 3.3 This will change the nature of how services for vulnerable people are provided in Brent. Many services are currently delivered as a 'one size fits all', buildings based model. These will need to change to ensure that a more flexible range of services are available, often delivered in the community by a range of organisations and professionals, which individuals can access by using their personal budgets.
- 3.4 Whilst national policy has been a significant driver in shaping this change, local issues have been equally important in developing this new approach to the delivery of social care services. The One Council Improvement Strategy and the need for Brent to make significant efficiency savings over the next three financial years have meant that Adult Social Care must develop excellent, innovative services to local people that deliver improved outcomes, whilst ensuring that this is done in an efficient, cost effective way.
- 3.5 Over the last 18 months, the Adult Social Care Transformation Programme has made a significant amount of progress in the development of social care services provided and commissioned by the Council. This has been achieved through a mixture of specially commissioned projects and through operational service redesign. The Direct Services Review is a key project in this transformation agenda.

4.0 Objectives of the Direct Services Review

- 4.1 The Direct Services Review project aims to deliver the following objectives:
- Align all Council directly provided services under a single manager. Currently, all directly provided services are organised along service lines.

- Deliver a new operating model for all directly provided services, which will be sensitive enough to reflect the different service needs of the different client groups
- Clearly define new roles and responsibilities for staff to ensure that the principles of choice, service user control and improved satisfaction are secured.
- Rationalise the use of buildings that currently house the Council's directly provided services, as they are not fit for purpose.

4.2 The Direct Services Review project will help the Council meet the following corporate objectives:

- **Service transformation** – the model of service delivered in Council provided services will be consistent with national and local policy and will deliver on the requirements of the personalisation agenda
- **Better property management** – The project involves making more efficient use of buildings and also how space in these buildings is better utilised
- **New and more flexible ways of working** – Staff working in the directly provided services will be required to work in new ways to help support people to receive services that meet their needs. These may be provided by the Council or by other partners, and the role of staff will be to help support people access these services.
- **Increased income generation** – resulting from a change in use of some of the buildings currently being used to deliver services
- **Delivering the One Council proposals** – the project supports the proposals through the transformation of services resulting in improved efficiency and better outcomes for service users.

4.3 Young people with disabilities choose not access day opportunities currently provided at Brent's day centres. They access a range of community based provision at colleges, third sector organisations and mainstream activities with support.

4.4 Currently, Learning Disability Day Services are significantly under utilised. Both Stonebridge and Strathcona can each accommodate 133 people per day, however the average daily attendance at Stonebridge is 39 and at Strathcona it is 69.

4.5 Therefore, over time, there will be a reduction in numbers attending the day centres and a drop in activity. The Direct Services Review and the Day Opportunities Strategy respond to this changing demand.

4.6 The Direct Services Review relates to all services provided directly by Adult Social Care within the Council.

4.7 The scope of the project, however, is extensive. It covers a range of care groups and different types of services, and is likely to require significant management capacity to implement it. Therefore, in order to maximise the success of the project and begin to implement change, it is recommended that a phased approach to implementation is pursued following consultation.

4.8 There has been a lot of work carried out within Learning Disability Services, with a significant number of service reviews, skills audits and preparatory work carried out to prepare for service transformation. Teams within the service, service users and carers are expecting change to happen following this preparatory work, and it is desirable that this work begins as soon as possible due to the impact on staff morale.

5.0 Day Opportunities Strategy

5.1 The Strategy outlines proposals for the future design of Day Opportunities across adult social care. The principles for the development of day opportunities for people with a learning disability are as follows:

- A move away from services delivered in buildings to a large number of people at the same time and towards the delivery of personalised services;
- Service users will be supported to access services provided within the community – leisure, employment, learning and social activities - to enable them to contribute to the local economy and their local communities.
- We will work with partners to ensure that these services meet the needs of people with a learning disability;
- The role of staff will change to support the delivery of the personalisation agenda.

6.0 Consultation

6.1 It is proposed that there is a 12-week consultation period with service users, carers and all stakeholders on the Day Opportunities Strategy.

6.2 Consultation events will be held with service users, carers and stakeholders over the 12 week period.

6.3 Advocacy services will be commissioned to support service users and carers to contribute fully to the consultation process.

6.4. Following consultation the Strategy will be presented to the Executive with recommendations for implementation.

7.0 Financial Implications

7.1 The cost of the immediate works required at Stonebridge Day Centre are estimated at £150,000. There is no specific budget identified for this work and this will have to be addressed as part of the consultation.

7.2 A further report to the Executive following the consultation will contain costed options, including funding the works at Stonebridge.

8.0 Legal implications

8.1 By virtue of the National Assistance Act 1948 and the Chronically Sick and Disabled Persons Act The Local Authority is required “to provide, whether at

centres or elsewhere, facilities for occupational, social, cultural and recreational activities and, where appropriate, the making of payments to persons for work undertaken by them". The Local Authority has similar obligations in relation to older persons under the Health Services and Public Health Act 1968 s45.

8.2 As a public authority, the Council has general duties to promote equal opportunities relating to race, disability and gender and to remove discrimination. These duties are set out in the:

- Disability Discrimination Act 2005 (DDA 2005);
- Equality Act 2006;
- Equal Pay Act 1970;
- Race Relations (Amendment) Act 2000 (RRAA 2000);and
- Sex Discrimination Act 1975.

8.3 The DDA 2005 requires public authorities, when considering disabled people, to promote positive attitudes towards disabled people and take positive steps, even if that involves treating disabled people more favourably than others.

8.4 To provide guidance on the duty there is a Statutory Code of Practice. The general duty is not absolute but it does require authorities in respect of all their functions to give due regard to disability equality.

8.5 The core general duties are similar for race and gender i.e.:

- To promote equality of opportunity; and
- To eliminate harassment and unlawful discrimination.

8.6 The Race Relations Act 1976 (as amended) places a statutory duty on public authorities to work to eliminate unlawful discrimination, and to promote race equality in all its functions. There are three complementary parts to the general duty:

- Eliminating unlawful racial discrimination
- Promoting equal opportunities
- Promoting good relations between people from different racial groups

The Code of Practice issued under s71C Race Relations Act 1976 (as amended) is relevant and the council must have regard to it.

8.7 As a public authority, the Council has general duties to promote equal opportunities relating to race, disability and gender and to remove discrimination. These duties are set out in the:

- Disability Discrimination Act 2005 (DDA 2005);
- Equality Act 2006;
- Equal Pay Act 1970;
- Race Relations (Amendment) Act 2000 (RRAA 2000);and
- Sex Discrimination Act 1975.

- 8.8 The DDA 2005 requires public authorities, when considering disabled people, to promote positive attitudes towards disabled people and take positive steps, even if that involves treating disabled people more favourably than others.
- 8.9 To provide guidance on the duty there is a Statutory Code of Practice. The general duty is not absolute but it does require authorities in respect of all their functions to give due regard to disability equality.
- 8.10 The core general duties are similar for race and gender i.e.:
- To promote equality of opportunity; and
 - To eliminate harassment and unlawful discrimination.
- 8.11 The Race Relations Act 1976 (as amended) places a statutory duty on public authorities to work to eliminate unlawful discrimination, and to promote race equality in all its functions. There are three complementary parts to the general duty:
- Eliminating unlawful racial discrimination
 - Promoting equal opportunities
 - Promoting good relations between people from different racial groups
- 8.12 The Code of Practice issued under s71C Race Relations Act 1976 (as amended) is relevant and the council must have regard to it.

9.0 Diversity Implications

- 9.1 Traditionally society has taken a paternalistic view of the needs of older people and people with disabilities and tried to “look after” them rather than supporting them to develop independence, skills and accessing community based facilities that we all take for granted.
- 9.2 The proposals in this paper will support people as they access community services, ensuring their needs are met through the same services that everyone else uses. Enabling them to become participants in their local communities and develop networks and support as close to home as possible.
- 9.3 An Equality Impact Assessment will be completed during the consultation period.

10.0 Staffing Implications

- 10.1 There is a need for staff to change their practice to respond to the personalisation agenda. Staff are being and will continue to be supported in this change.
- 10.2 Following consultation any agreement to implement the Strategy will have an impact on the numbers and skill of staff required to deliver personalised services.

Background Papers

Putting People First: DH Policy December 2007

Living Well with Dementia: A National Strategy for Dementia Services, Department of Health, February 2009

Meeting
Date

Version no.
Date

Valuing People Now: A New 3 year Strategy for people with learning disability,
Department of Health 2009
Day Opportunities Strategy 2010

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BRENT ONE COUNCIL

DAY OPPORTUNITIES STRATEGY

2010-2012

07/07/2010

Version: DRAFT v3.0

Draft

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Executive Summary

Brent Council Adult Social Care will enable vulnerable people to access more diverse community-based day activities so that they can choose more independently how they work, learn and enjoy leisure and social activities

Brent Council Adult Social Care believes that people who have a social care need have the right to lead their lives like everybody else, with the same opportunities and responsibilities, and to be treated with the same dignity and respect. Brent's Adult Social Care transformation programme is designed to make this a reality for the people of Brent. This strategy presents an overarching vision for people with learning and physical disabilities and vulnerable older people.

Vision National policy and local strategy advocate that services for vulnerable people should be personalised and community-based thereby promoting service user choice and control to help develop independence, and to build skills. The proposed new service model is consistent with this policy and will help to deliver improved outcomes for local vulnerable people by increasing their participation in mainstream and community-based services.

Benefits Many services are currently delivered as a 'one size fits all', building-based model. These will need to change to ensure that a more flexible range of services are available to achieve outcomes for users and carers. These services will be delivered in the community as appropriate by a range of organisations and professionals, which individuals can access by using their personal budgets. This will deliver three core benefits: service quality improvements, financial sustainability as well as national and local policy alignment.

Delivering the vision and benefits In order to deliver the vision and the benefits Brent Council will need to improve the customer journey, redesign current day services, stimulate the market and engage and involve service users and carers. Across client groups the successful implementation of the strategy will be achieved through the combined effects of:

- Improving assessments to determine the level of support needed;
- Delivering community-based day activities from resource centres as a base;
- Improving access to mainstream services and commissioning new ones; and
- Engaging and involving users, carers and other stakeholders in all of the above.

1. Introduction

1.1 Approach

Brent Council Adult Social Care believes that people who have a social care need have the right to lead their lives like everybody else, with the same opportunities and responsibilities, and to be treated with the same dignity and respect. Brent's Adult Social Care transformation programme is designed to make this a reality for the people of Brent

This strategy is an important part of the adult social care transformation and has been drafted to frame the transformation of day opportunities services for:

- People with Learning Disabilities (LD);
- People with Physical Disabilities (PD); and
- Older People (OP).

This document applies to everyone who uses day opportunity services, or requires additional support. Brent Council Adult Social Care provides services to people with a 'critical' or 'substantial' social care need, but is also committed to providing improved information and advice about social care support to everyone who can benefit from this information.

To identify the different levels of support people require we have used four levels of independence:

1. Highly independent;
2. Independent with some support;
3. Independent with support; and
4. Independent with significant support.

This strategy is not focused on eligible needs and services, but on people and outcomes such as:

- Having the opportunity to engage in meaningful activities;
- Improving and extending social networks;
- Spending time in an integrated or mainstream setting; and
- Learning, and earning money.

Therefore, it is structured around the activities that underpin such outcomes:

- To enjoy leisure and social activities (leisure);
- To learn (education); and
- To work (employment).

The table below outlines how this focus can provide a different way of looking at the activities that should be available to everyone with a social care need and the support that different people might need to access those activities. Brent’s aim is to ensure that all these activities are open to all, and that the support required to access them is minimised to ensure people are as independent as possible.

	Leisure	Education	Employment**
1. Highly independent	<ul style="list-style-type: none"> •Independent access to full range of options •Brent Council to provide signposting, information and advice 	<ul style="list-style-type: none"> • Mainstream education • Brent Council to provide signposting, information and advice 	<ul style="list-style-type: none"> • Paid employment • Brent Council to provide signposting, information and advice
2. Independent with some support	<ul style="list-style-type: none"> •Independent access to mainstream services •Brent Council to provide preparatory and organisational support 	<ul style="list-style-type: none"> •Community-based education with some support •Brent Council to provide preparatory and organisational support 	<ul style="list-style-type: none"> •Support to access either paid or unpaid employment •Brent Council to provide preparatory and organisational support
3. Independent with support	<ul style="list-style-type: none"> •Brent Council to support to access to full range of options recognising individual needs • Appropriate use of supported travel escorts 	<ul style="list-style-type: none"> •Mainstream and non-mainstream courses •Brent Council to support people to access these courses in the community 	<ul style="list-style-type: none"> •Work experience •Brent Council to provide support towards paid employment
4. Independent with significant support	<ul style="list-style-type: none"> •Brent Council may provide intensive support for access to mainstream and specialist services •May require specialist transport 	<ul style="list-style-type: none"> •Brent Council to enable people to access courses delivered in resource centres as appropriate 	<ul style="list-style-type: none"> •Brent Council to enable people to access work-related activities

*Education activities for Older People are usually not qualification oriented

** Employment activities for Older People are dependent on their preference and desire to engage in these activities, and are not part of the current activities offered to Older People

1.2 Drivers for change

Day opportunity services have been changing for the last 20 years. These changes have regularly been given fresh impetus by initiatives such as Direct Payments and *Putting People First*. However, the majority of day opportunity services in Brent are still traditional building-based services. This means that day opportunity services are still a barrier to achieving genuine choice and control for people in Brent.

Service user context

National and local consultation has shown that two significant changes are needed to improve outcomes for service users and carers and give people genuine choice and control. Firstly, people need a wider range of options to choose from and these options must include both specialist (sometimes building-based) and mainstream (in and with the community) services. Secondly, in order to create this choice, Councils need to focus more on commissioning and developing new services in the community and less on delivering traditional building-based services themselves.

Currently, day services for vulnerable people in Brent focus on providing activities in specialist day centres on weekdays. In addition project-based services outside day centres have been developed for people with Learning Disabilities to enhance employment skills. Transport to and from these day centres is often provided free of charge through specially

commissioned transport. Because these services are focused on special buildings and are often block contracted, they make it more difficult for people to make individual choices about what support and services would best meet their own need.

Local authority context

Brent Council Adult Social Care is committed, as part of the Adult Social Care Transformation, to providing the day opportunity services people need. For example, mental health services have been configured to meet a need for more diverse and community-based day services.

Brent Council is also committed, as part of the OneCouncil Improvement and Efficiency programme, to achieving service transformation. The aim of the programme is to ensure that the Council is a more efficient, effective and streamlined authority, capable of providing local people with excellent, innovative services that deliver improved outcomes even within the financial constraints of the current economic climate.

The number of people with profound physical and learning disabilities is expected to increase further in the future as medical advances mean that more people with a disability survive into adulthood. For example, a study by the Centre for Disability Research (2009) concludes that in an average area of England with 250,000 residents, the number of adults with profound multiple learning disabilities receiving health and social care services will rise from 78 in 2009 to 105 in 2026. These rates are expected to be higher in communities such as Brent that have a younger demographic profile, or contain a greater proportion of citizens from Pakistani and Bangladeshi communities as these tend to have higher prevalence rates.

However, many young people with a disability choose not access day opportunities currently provided at Brent's day centres. They access a range of community-based provision at colleges, third sector organisations and mainstream activities with support (see case studies on page 10/11). Therefore, over time, a reduction in numbers attending the day centres and a drop in activity is expected.

Mental Health services in Brent have already moved away from a building-based model and now successfully provide a socially inclusive 'community network' service. Users mostly access mainstream services in the community with some activities, such as independent living skills, being provided in a centrally-located rented space. This is a big change from the previous building-based institutionalised model, and user satisfaction has improved significantly through participating in mainstream services, ranging from yoga to international scrabble competitions.

Key success factors for the transformation of mental health services include a large-scale consultation process with users, carers and staff; the re-training of staff to focus on enabling independence; providing staff with clear new job descriptions; and offering users special classes on accessing mainstream services and a list of user-friendly places in Brent. Services are regularly reviewed on the degree of social inclusiveness achieved.

Once the services moved out of the buildings, the change really took hold. As people had the first positive experiences with community-based services, such as courses at the local college, this reinforced the enthusiasm of other initially more sceptical users. The mental health day services transformation has been cost neutral and the throughput of users has increased since the introduction of the new model. Staff levels have stayed the same.

National context

Recent social care policy has focused on the need to develop more personalised services for adults, which will provide greater choice for individuals, help to promote their independence and enable them to improve their quality of life.

Putting People First: a shared vision for the transformation of adult social care (2007) requires a move away from traditional building-based services and block contracts to a more personalised service delivery model, providing:

- Better access to mainstream services and a clearer focus on developing social capital to ensure social inclusion;
- Improved early intervention and prevention; and
- Greater choice and control which allows people to maximise their independence through services and support they choose.

The Putting People First personalisation agenda is also reflected in a wide range of other national strategy and policy documents for people with Learning and Physical Disabilities and Older People; for example, *Valuing People Now; Improving the Life Chances of Disabled people*; and *A new ambition for old age* respectively.

Improving the Life Chances of Disabled people (PMSU, 2005) aims to bring disabled people fully within the scope of the 'opportunity society'. By supporting disabled people to help themselves, a step change can be achieved in the participation and inclusion of disabled people, which is what this strategy aims to achieve.

A new ambition for old age (DH, 2006) sets out the policy direction for vulnerable older people, underlining the importance of increased choice and control over older people's day activities. The aim is to ensure that older people and their families will have confidence that in all care settings, older people will be treated with respect for their dignity and their human rights. This includes increasing choice and independence in the type of day activities older people engage in.

2. Vision

Brent Council will ensure there are more diverse and community-based day activities for vulnerable people, so they have genuine choice about how they work, learn, and enjoy leisure and social activities.

2.1 Choice and control

For the majority of people in society, their days are characterised by the routines of either work or structured activity. This is equally valid for people with a learning or physical disability and vulnerable older people. For all of us, our lives are more meaningful if we have the ability to make choices and can achieve variety and change. Brent Council will, therefore, seek to ensure that as far as possible people plan their own days, using a mix of Council funds if they are eligible, and other financial resources available to them.

2.2 Mainstream and community based services

In order to work, learn and enjoy leisure and social activities alongside everybody else, while living their lives in safety, Brent Council will develop further opportunities for people to access mainstream services, such as adult education, leisure centres and public transport.

The starting point for any service user should always be to access mainstream activities. People with a higher level of dependence may be best served by specialist services, but there is no reason that these cannot be delivered by mainstream or independent providers in the community. Not only does this improve choice and independence, it also encourages vulnerable people to take part in the local community as equal citizens. For example, adult education for people with learning and physical disabilities is usually delivered in day centres. Yet many service users could attend college alongside other learners with the appropriate preparation or support.

2.3 Brent Adult Social Care's commitment

Brent Council will continue to ensure that people receive appropriate support to access mainstream and community-based services. This includes maintaining local bases from which people can access different community-based activities. In addition, we recognise that for some people, it will be important that a more stable and structured day service is provided to ensure safety and stimulation.

3. Benefits

Brent's day opportunities strategy will deliver service quality improvements, financial sustainability and policy alignment by 2012.



3.1 Service quality improvements

More diverse and community-based day services will drive quality improvements in Brent's day services for users, carers and staff.

Improved outcomes

People will be able to access a wider range of purposeful day services better aligned to their needs, which will lead to more fulfilling and independent lives in the community. Greater choice, independence and inclusion in the local community will achieve improved results on outcomes for service users as identified in *Putting People First*:

- Exercise maximum control over their own life and where appropriate the lives of their family members;
- Sustain a family unit which avoids children being required to take on inappropriate caring roles;
- Participate as active and equal citizens, both economically and socially;
- Have the best possible quality of life, irrespective of illness or disability; and
- Retain maximum dignity and respect.

"I am 19 years old and I live at home with my parents and my 2 younger sisters. I am autistic and have a moderate learning disability. I enjoy doing lots of things in the community. For me being an autistic person means that I need to be active and engaged most of the time, so having a busy and varied weekly plan is important to me.

During the week, I attend the college of North West London for four days a week. On Wednesdays I stay at home with my personal assistant to develop my independent living skills, such as housework and cooking. I also go swimming in the evening.

On the weekend, I like to go to swimming, drama, music, use computers and go shopping."

Staff motivation and performance are also expected to increase while delivering day services in a more effective way. An integrated team with increased skills and knowledge, trained in new ways of working is expected to drive service improvements. The CASS case study (see page 17) and the Mental Health community networks (see page 7) show that employees are more engaged when a service model is in place that aims to support people to access mainstream and/or community-based activities.

Increased user satisfaction

Local user surveys and national best practice examples show that most users are keen to take part more in mainstream activities where possible.

User satisfaction is, therefore, likely to increase through a wider variety of activities which are conducted for example at mainstream facilities or with a wider group of people. Having a higher degree of ownership and choice of day activities is also likely to improve quality of life for day services users.

3.2 Financial sustainability

Providing more community-based day services will also allow the Council to provide financially sustainable services.

Increasing independence

This strategy is focused on giving people the support they need to lead more active and independent lives. Service users will be supported to access services provided within the community – leisure, employment, learning and social activities. Brent is committed to supporting people to become more independent and, therefore, reducing the amount of support they need.

The more independent the individual is the less support he or she will need to access mainstream or community-based activities. Highly independent users may be able to access mainstream services without much support, while others may need some organisational

“Steve is 20 years old and has Multiple Sclerosis. Previously he was in a residential school and he returned home to Brent to live with his very supportive family. He would like to live his life as normally as possible and has started his University course full-time in West London in September last year.

He receives Direct Payments which pay for 13 hours of learning support. He identified that it was important for him to do well at university and that he needs help and support to participate fully.

Steve likes to maintain his independence as much as possible, and employing his own support worker enables him to do this.”

“Meron is a 77 year old widow from Somalia who suffers from diabetes, hypertension and arthritis. She has been in England since 1999 after her husband was killed in the Civil War.

She receives Direct Payments and buys support with her medication, meals and personal care from Red Sea, an organisation that provides Somalian care workers.

Meron is delighted that she can have control over her support and speak Somalian with the care workers (as she does not speak English). She also prefers not to have to rely on her daughter anymore.”

and preparatory support. Less independent people can go out into the community as part of a supported group, while some will need one-to-one support. Independence levels for each service user will need to be assessed carefully to determine the appropriate level of support.

Estate consolidation

The proposed strategy brings opportunities to reduce the number of council-owned buildings and/or provide a wider variety of services from them. Increasing the community element of day services will mean fewer people will use the buildings, while in addition a wider range of activities could be offered from them across client groups and the wider population.

Less independent people will continue to use day centres regularly, but more independent people will only use the centre as a base or meeting point to go out to community-based activities (if they use it at all). In addition, in the future the focus on community-based activities and a much wider range of options will mean buildings could be used by more than one or all client groups and the wider population.

3.3 Local and national policy alignment

Personalised and community-based day services are in line with local and national policy, focused on service quality improvements, financial sustainability and local planning.

National policy alignment

Brent's day services will offer more choice, control and independence for service users in line with *Putting People First* and specific policy for Learning Disabilities, Physical Disabilities and vulnerable Older People.

Introducing more diverse and community-based day activities as set out in this strategy meets priorities outlined in *Valuing People Now* (DH, 2007) for people with Learning Disabilities: Personalisation, and What People Do During the Day (and Evenings and Weekends).

The *Valuing People Now* Personalisation priority sets out that people should have real choice and control over their lives and services, which Brent Adult Social Care aims to achieve through offering more diverse activities through mainstream and community-based services. The What People Do During the Day priority sets out that people should be helped to be properly included in their communities, with a particular focus on paid work. This will be achieved through increasing the mainstream and community provision of day services.

Similar priorities are set out in *Improving the Life Chances of Disabled people* (PMSU, 2005) and *A new ambition for old age* (DH, 2006).

Local policy alignment

Whilst national policy has been a significant driver in shaping this change, local issues have been equally important in developing this new approach to the delivery of social care services.

The One Council Improvement Strategy and the need for Brent to make significant efficiency savings over the next three financial years have meant that Adult Social Care must develop excellent, innovative services for local people that deliver improved outcomes, whilst ensuring that this is done in an efficient, cost effective way. This strategy sets out to realise both aims as described in the sections above.

In addition, service provision is proposed to be moved to central Brent in line with the South Kilburn Master Plan which has the overall goal of the regeneration of South Kilburn. The proposed vacation of Albert Road day centre in particular will help realise this aim. The proposed new John Bilham Resource Centre will be purpose-built and conveniently located so that it is easily accessible across the borough.

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4. Delivering the vision and benefits

In order to deliver the vision and the benefits Brent Council will need to improve the customer journey, redesign current day services, stimulate the market and engage and involve service users and carers

4.1 Improve the customer journey

Brent Adult Social Care's Personalisation – Customer Journey project is preparing to make a number of changes which will improve the customer journey for everyone with a social care need. These improvements will mean:

- People who do not have an eligible need will have improved access to information and advice about community-based and mainstream support in Brent; and
- People with an ongoing eligible social care need will have a Personal Budget (PB) with greater freedom to choose which services and support they use, and improved support to make those decisions.

In both cases the information, advice and support will not be focused on what have traditionally been described as 'day services', but on the activities, opportunities and support which will help people to meet their outcomes.

In addition, regular assessments will take place to determine the appropriate level of support for people eligible for Council support. This will ensure that people are enabled to contribute as much as possible to the local economy and their local communities.

4.2 Redesign current day services

Brent Adult Social Care directly provides a significant number of day opportunity services to vulnerable people. A wide range of day opportunity services are also provided in the private and voluntary sectors. All of these services will need to be reviewed to assess to what extent they meet the vision outlined in this strategy, so it is clear how they are meeting the needs of service users and carers and providing value for money. See Appendix for more details on the current service provision for Learning Disabilities. Similar plans will be developed for Older People and Physical Disability services within the coming year.

The focus of the operating model of all internally provided day services for vulnerable people would be on providing additional support to people accessing community-based and mainstream opportunities. Service users attending the day centres will have further assessments of their needs relating to the services they would like to access in the future. The role of staff would change accordingly to support the delivery of more personalised services.

4.3 Stimulate the market

In addition to the redesign of existing services, work will also need to start on stimulating the broader market. The aim is to provide people with options to engage in meaningful

activities, spend time in integrated or mainstream setting, improve and extend social networks, and earn money and learn. This will mean undertaking specific initiatives to:

- *Improve access to mainstream services* – mainstream services offer a significant amount of choice already and also promote social inclusion and the development of social capital. In many cases, it is not that mainstream services cannot meet the needs of people with social care needs, but that there are barriers to accessing those services such as restricted access. Therefore, there must be a clear focus on removing those barriers working with public and private sector partners to ensure people can use these services; and
- *Commission new services* – there will still be a need for additional services, such as specialist services and services that enable users to make more use of mainstream and community services. Brent Adult Social Care will maintain its role in working with service users, carers and partners to identify these gaps in the market and find ways of filling them. In addition, we will engage with suppliers to discuss the potential for new and innovative service provision.

4.4 Engage and involve

Brent Adult Social Care cannot deliver this strategy alone. The vision and strategy needs to be owned by service users, carers, the public, staff, current providers and partners. Young people do not choose to attend traditional day services and some existing service users have indicated they would benefit from accessing more support within the community.

Although this would indicate positive initial support for the above service model, significantly more engagement and consultation will be required with service users and carers on the plans before implementation. Successful delivery, which means improved outcomes for the people who access this support and improved value for money for taxpayers, can only be achieved by engaging and involving all relevant stakeholders.

A consultation on this strategy with service users, carers and staff is planned to start as soon as the strategy is signed off. The consultation will take 12 week and will focus on gathering feedback on the proposed changes to day services across the three client groups. This feedback will then be presented to the Executive of the Council for a final decision on the Strategy.

Appendix - Learning Disabilities information sheet

Brent Adult Social Care will transform the current day opportunity services to provide greater choice for people with a learning disability to ensure they are able to achieve the outcomes they set for themselves in education, work and leisure.

The implementation plans for the strategy have been developed furthest for Learning Disability services because most of the directly provided day centres in Brent are for people with a Learning Disability. In addition, there is an urgent need to provide alternative accommodation for Stonebridge users as the building is no longer fit-for-purpose. Similar plans will be developed for Older People and Physical Disability services within the coming year.

Baseline

Internal day services for people with Learning Disabilities in Brent are currently provided across six internal sites, each providing services for people with varying levels of need for a total budget of £3,700,000 in 2009/2010. In addition external providers offer day services for a total of £1,900,000.

Four out of the six current sites provide mainly building-based day activities for users with a range of independence levels. Only CASS and Projects regularly provide community-based activities.

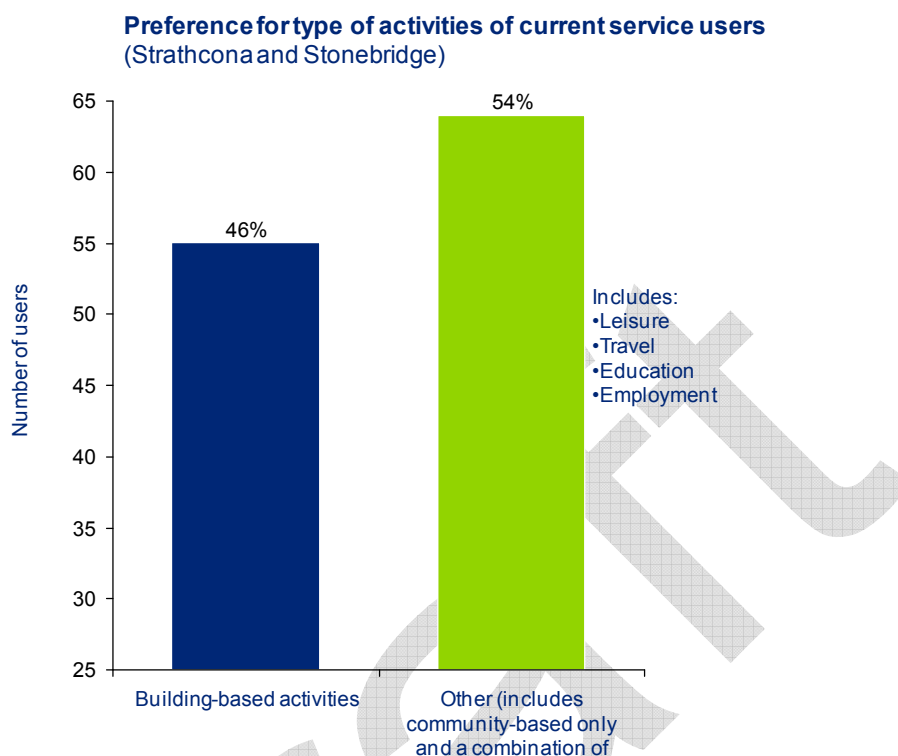
Leisure and education activities are provided at Albert Road, CASS, ASPPECTS, Strathcona and Stonebridge. In addition, some specialist day services for 100 people that cannot be met in-house are provided through the independent and voluntary sector. Local further education providers such as the College of North West London, BACES and East Berkshire College deliver accredited educational and vocational courses at the day centres.

Employment activities are provided through the Projects service. Transport arrangements are in place for each of the sites so that users can access the services from their homes or residential care.

Assessments conducted at Strathcona and Stonebridge show that the majority of service users would prefer more community-based activities as proposed in the strategy. More than half of users would like to increase community-based activities such as leisure, travel, education and employment. 29% of users prefer a combination of building- and community-based activities, while 24% prefer to move activities out to the community completely.

The number of users preferring community-based services may further increase after the services have been introduced and users have become more familiar with them. Previous consultations that taken place over the past years with Learning Disability service users, carers and staff, have indicated that people may be worried about change. However, when the mental health day services for example moved to the community networks model,

people become more enthusiastic in particular after the service actually moved out of the day centre buildings completely and they actually experienced the benefits of the new service model.



Delivering the change and benefits

Improve the Customer Journey

People with a Learning Disability will either have improved access to information and advice about mainstream and community activities, or when they are eligible for Council support they will have a Personal Budget to choose the services and support they need.

The latter category will be regularly assessed on their level of independence to ensure they receive the appropriate support to meet their outcomes and enable them to contribute as much as possible to the local economy and their local communities.

Service Redesign of Directly Provided Day Services

Brent Council Adult Social Care will operationalise a new Resource Centre model re-designing the delivery of day services by providing a base for community activities for all those able to participate. Those who are independent with significant support will still go to the centre for building-based activities.

Case study Community day services for people with Learning Disabilities

CASS (Community Activity Support Services) provides day services for fifteen people with learning disabilities and complex needs. The day centre works as a small base at the Willesden Community Hospital from which staff supports people to go out into the community for activities. People go swimming, shopping or to a football match, and individual preferences are met whenever possible.

Both staff and users are very supportive and enthusiastic about the model and prefer the community based approach to the previous building based one.

The aim is to improve outcomes for service users, carers and staff through consolidating estate and increasing independence among service users.

1. Estate consolidation

Through the increase in community-based and mainstream activities, Council-owned buildings are proposed to be rationalised to focus on one purpose-built new building, the John Bilham Centre. This will be the single centre for all directly provided Learning Disability activities and the consolidation will happen over a number of phases.

The first phase is being driven by the need to close the Stonebridge site (which includes Stonebridge and Projects) and find a more fit for purpose building. Users from Stonebridge and part of the Projects users are proposed to move into Strathcona at the end of 2010 to improve service conditions. Service users at Projects would be supported to access either mainstream employment services, or employment services currently commissioned by the Council from third sector organisations. The Shared Lives Adult Placement Scheme could be utilised to ensure that carers help support people to access community-based activities during the day.



The second proposed phase is to move CASS service users into Albert Road and adopt the community-based approach of CASS for all service users. The third proposed phase will be the consolidation of all directly provided day services in the John Bilham Resource Centre in 2011. People from Albert Road, ASSPECTS and Strathcona are to move to the John Bilham Resource Centre when it opens in December 2011.

2. Increasing Independence

The operating model is proposed to be reviewed and transformed for all directly provided day opportunity services so that they are focused on providing additional support to people accessing community-based and mainstream opportunities. Service users attending the day centres will have further assessments of their needs and help in identifying the support that would best meet that need in the future. This should improve service quality outcomes as more independence and choice would lead to increased levels of user satisfaction as people feel they have more control over their daily activities. Also, increasing independence allows for a less building-based approach to day services and therefore enables to consolidation of the current estate as proposed above.


Stimulate the market

In addition to the redesign of existing services, work will also need to start on stimulating the broader market. The aim is to provide people with options to engage in meaningful activities, spend time in integrated or mainstream setting, improve and extend social networks, and earn money and learn. This will be achieved through improving access to mainstream services as well as commissioning new services, including supporting users to make more use of mainstream and community services.

A similar approach to making mainstream services more accessible could be taken for Learning Disability as for Mental Health day services. The Mental Health community networks initially focused on a number of key activities to move to mainstream provision. For example, mental health users as a first step started following courses at the College of North West London. For Learning Disabilities, conversations are already ongoing to design a more personalised approach, which could be funded through the Skills Funding Agency, and could as a next step be delivered at the College rather than the day centre.

Engage and involve

Service users, carers and other stakeholders will be consulted on the Day Opportunities Strategy, and the LD proposals in particular, to ensure a service model that is fit for the needs of current and future service users. We will work with service users, carers, staff, current providers and partners to identify gaps in current provision, targeting new opportunities which will increase choice and meet the needs of people with a Learning Disability.

	<p>Executive 26 July 2010</p> <p>Report from the Director of Housing and Community Care</p>
<p>Wards affected: All</p>	
<p>Provision of transport for Adult Social Care service users - promoting independence</p>	

1.0 Summary

- 1.1 The Council currently provides transport to around 460 users of adult social care services at a cost of £1.74m. Transport is a key enabler for service users to access the care services that they need, but there is currently no clear Eligibility Policy to guide the assessment of the need for transport provision by the Council. As a result, the Council may be providing transport to those who do not need it, or to those who might benefit from support to travel independently in preference to Council provision.
- 1.2 The adoption of a policy for transport provision that promotes independence is beneficial to service users and to the Council. Moreover, the recent appointment of an Independent Travel Programme Manager provides the necessary resource and expertise to help service users to make the transition to independent travel, wherever this would be appropriate.
- 1.3 This report seeks approval for an Eligibility Policy which provides clear criteria for access to transport provision and promotes the adoption of alternatives, including the provision of independent travel training, which reflect the needs of the individual and help to promote greater independence.

2.0 Recommendations

- 2.1 That the Executive agrees to consult service users and their carers on the proposed adoption of the Eligibility Policy for access to Council-funded transport for users of adult social care services. Under this

Policy, eligibility will be determined by assessment of a service user's access to existing transport, and an assessment of their mobility and ability to travel independently.

3.0 Detail

3.1 There are approximately 460 service users currently provided with transport. Annual spend is in the region of £1.74m or £3,867 per user. The breakdown by service area is as follows:

Service area	No. of users with transport	Annual spend 2009/10	Spend per user
Physical disabilities	75	£ 245,000	£ 3,267
Learning Disabilities	220	£1,170,000	£ 5,318
Older people	165	£ 322,000	£ 1,951
Total	460	£1,740,000	£ 3,782

3.2 The majority of service users are transported in Council minibuses, with 25 users provided with external transport through the Council's Framework Contract with taxi providers.

3.3 The current provision of transport in adult social care has been reviewed and there is evidence that the existing arrangements do not always promote the independence of the service user. Current provision often relates to historical factors – for example certain day care services provide transport to all clients – rather than a reflection of the individual's actual needs for transport and the availability of alternatives to Council-provided transport.

3.4 Furthermore, whilst it may be the case that individuals require assistance with transport, this will not always require the provision of minibuses and taxis. Alternatives may include escorting on public transport or walking, facilitated through independent travel training, which would also help develop the independence and life skills of the individual.

3.5 Therefore, there is a need for the Council to adopt and implement clear and objective criteria for the provision of transport assistance, based upon an assessment of individual's needs in order to access care and support services, and their ability access to other means of transport other than that provided by the Council, either directly or indirectly.

4.0 Principles of the Eligibility Policy

4.1 The Eligibility Policy is based on the following principles:

- Access to transport services should be based on the need to promote independence and to provide services as close to home as possible
- Transport is provided to enable care service users to access community care activities/respite where necessary, and where parents/carers are unable to provide transport for the service user.
- The assessment of need for transport provision by the department requires a separate element in the community care assessment; i.e. no service should carry an automatic entitlement to transport provision by the Council.
- The test used in the assessment should be 'what will happen if the department does not provide transport', i.e., are there other ways in which the service user can reasonably be expected to attend day opportunities by making her/his own arrangements to get there
- The provision/funding for transport should **only** be considered if the client has needs categorised in accordance with the Council's Eligibility Criteria and Fair Access to Care Services (FACS).
- Whilst recognising the Council's duty to facilitate participation in appropriate care services, the provision/funding of transport is designated a **desirable** service and is **not** therefore guaranteed as part of a care package.
- Transport should **not** be offered as an incentive to take up a care package.

4.2 A copy of the Eligibility Policy and associated eligibility tests is attached at Appendix A. The tests are based upon

- Whether the client has access to transport. Access to mobility vehicles will be considered as part of the assessment to determine whether it is reasonable to expect the service user with such a facility to make use of it meet the transport need associated with the provision of care services. Similarly, the availability and eligibility for the use of Freedom passes for public transport, and a service users receipt of DLA Mobility component will also be considered.
- Whether the client has difficulties with mobility;
- Whether the client is able to travel independently, based upon an objective assessment of the risks involved, and the prospective provision of appropriate training or other support.

4.3 Once eligibility has been assessed as described above, it will be the duty of Brent Transport Services to arrange appropriate transport where required and agreed by the relevant department in Housing & Community Care. Directly provided transport services – whether internal or external – will be provided only once other alternatives have been considered and ruled out, and not as a matter of course.

4.4 The range of provision includes:

- Assistance with using public transport, eg travel buddies.
- Provision of transport by parents/carers - supported by payment of mileage allowance if appropriate.
- Independent travel – through referral to the Council’s Independent Travel Programme Manager.
- Existing taxi journey – shared with other clients
- Taxi service – solely for the use of the client
- Transport in Council vehicles, eg minibuses

5.0 Impact on Existing Service Users

5.1 If approved, the new Eligibility Policy will be applied to all new clients considered for the provision of care services, and to existing clients. In terms of the impact upon existing service users, the recent assessments undertaken by Community Care staff provide an indication of those clients who might be capable of transition to independent travel, in accordance with the Policy, subject to specific assessments and given appropriate support and training, as follows:

- Physical disabilities: 40 out of 79 clients.
- Learning disabilities: 50¹ out of 275 clients.
- Older people: 0² out of 165 clients.

In addition, a further 31 clients with Learning Disabilities may no longer be considered eligible for the provision of transport under the Policy, subject to consideration of the availability of Mobility vehicles to them, or their receipt of the Mobility Component of the Disability Living Allowance. Finally, it is noted that some 198 clients from the total client group have Freedom Passes for the use of public transport, and further assessment of these clients need for the provision of Council transport will need to be undertaken.

¹ A further 57 clients already travel independently.

² Further detailed assessment may identify some clients who could travel by means other than Council-provided transport.

5.2 Given that a specific assessment of service users ability to travel independently has yet to be undertaken, it is estimated that if 45 service users out of the 121 identified above as potentially capable of independent travel make a successful transition,, the saving to the Council would be in the order of £170K per annum.. Obviously, the saving will increase if more service users make the transition. It should be noted that some of this saving will be offset by the cost of travel training or other support that the user may require, but this will be minimised by the Independent Travel Programme Manager who will be using existing staff and resources to undertake this work wherever possible.

5.3 For those existing service users who will lose their eligibility for transport under the Policy, their circumstances will be considered sympathetically and it is envisaged that there will be a transitional period of up to 3 months to support them to travel independently or to make use of alternative arrangements following their re-assessment.

5.4 It is proposed that the assessment and provision of transport should be reviewed annually.

6.0 Financial Implications

6.1 Annual expenditure on transport for adult social care clients is in the region of £1.74m. If the Eligibility Policy is not adopted then there is a risk that this cost may escalate as changing patterns of care provision increase the number of journeys that would be required to enable clients to undertake a wider range of activities at a larger number of locations.

6.2 As identified in paragraph 4.6 above, it is estimated that gross annual savings will be in the region of £170K through the implementation of this policy.

7.0 Legal Implications

Statutory Requirements

7.1 Section 21 of the Chronically Sick and Disabled Persons Act 1970 states that:

'Where a local Council having functions under S.29 of the National Assistance Act 1948 are satisfied in the case of any person to whom that section applies who is ordinarily resident in their area, that it is necessary in order to meet the needs of that person for that Council to make arrangements for all or any of the following matters, namely –

- d) the provision for that person of facilities for, or assistance in, travelling to and from his home for the purpose of participating in any services under arrangements by the Council under the said S.29 or, with the approval of the Council, in any services provided otherwise

that as the foresaid which are similar to services which could be provided under such arrangements...'

7.2 'The Social Security Contributions and Benefits Act 1992 section 73(14) says that while social services authorities are empowered but not obliged to charge for such transport services, in assessing a persons ability to pay, his/her mobility component of DLA if received must be ignored.'

7.3 Under S.29(1) of the National Assistance Act 1948, local authorities have the power to provide free or subsidized travel for people who do not otherwise qualify for travel concessions.

Consultation

7.4 As it has been established by this review that some clients may lose their entitlement for the provision of transport under the Eligibility Policy it is necessary to submit the Policy to consultation so that the impact can be fully assessed and considered within the context of a comprehensive Equality Impact Assessment. This consultation will help to ensure that the Council meets its obligations to exercise its Disability Equality Duties under the Disability Discrimination Act.

8.0 Diversity/Equality Implications

8.1 The Eligibility Policy focuses upon enabling access to services for individuals with physical disabilities, learning disabilities and older people. The aim is to support the promotion of independence for service users by enabling individuals to move towards travelling independently where this is feasible. However, there will be an impact upon those service users who are currently in receipt of transport who will lose their eligibility under the proposed policy. An initial Equality Impact Assessment has been undertaken and is attached at Appendix B. This may be amended in the light of consultation.

9.0 Staffing Implications

9.1 There are no direct implications for Council staff as a result of these proposals. Almost all clients in receipt of direct Council transport provision are carried in Brent Transport Services vehicles manned by temporary staff provided by agencies. A reduction in the number of clients transported would reduce the number of temporary staff required and would realise an immediate cost saving.

10.0 Accommodation Implications

10.1 There are no accommodation implications.

11.0 Background Papers

- None

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Appendices:

- A. Policy for the Promotion of Independent Travel for Adult Social Care Service Users.**
- B. Equality Impact Assessment**

POLICY FOR THE PROMOTION OF INDEPENDENT TRAVEL FOR ADULT SOCIAL CARE SERVICE USERS

Background

Current policy for the provision of adult social care is aimed at promoting the maximum possible independence for the service user. In extending this principle to the Council's provision of transport services, this policy sets the criteria that will be used to assess whether the service user's transport need can be met best through independent travel arrangements or whether Council provided transport services are necessary.

Principles

In general, this Policy is based on the assumption that service users will travel independently to take advantage of care provision, except where assessment shows that this is not possible, and is based on the following principles:

- Access to transport services will be based on the need to promote independence and provide services as close to home as possible
- Transport is provided to enable clients to access a range of community activities/respite and where parents/carers are unable to provide their own transport.
- The assessment of need for transport provision by the department will be a separate element in the community care assessment; i.e. no service should carry an automatic entitlement to departmental transport provision
- The test used in the assessment should be 'what will happen if the department does not provide transport', i.e., are there other ways in which the service user can reasonably be expected to attend day opportunities making her/his own arrangements to get there
- The provision/funding for transport should **only** be considered if the client has needs categorised in accordance with the Council's Eligibility Criteria and Fair Access to Care Services (FACS).
- The provision/funding of transport is designated a **desirable** service and is **not** therefore guaranteed as part of a care package.
- Transport should **not** be offered as an incentive to take up a care package.

Process

There are 4 stages in the process for assessment of eligibility for the provision of assistance with transport and the identification of appropriate transport as follows:

- Access to existing transport
- Assessment of mobility
- Assessment of ability to travel independently
- Identification of appropriate transport provision for those eligible

Stage 1: Access to existing transport

Clients will **not** be eligible for transport if:

- They have a mobility vehicle which they drive themselves. In this instance there will be consideration of whether it is reasonable to expect that the service user will use that vehicle in order to travel to the location of the care service/activity.
- They have a mobility vehicle of which they are not normally the driver themselves. Similarly, there will be consideration of whether it is reasonable to expect that the service user will use that vehicle in order to travel to the location of the care service/activity.

Clients with the following will only be eligible for transport if they are assessed at Stage 3 as **not** capable of independent travel:

- Freedom Pass (and an appropriate public transport route is available)
- Mobility component of Disability Living Allowance

Stage 2: Assessment of mobility

An assessment will be made of the client's mobility. This will involve assessing issues such as:

- Ability to walk outside
- Requirement for wheelchair/ other walking aid
- Ability to get in and out of property
- Ability to get in and out of vehicle

- Risk of falling without support
- Ability to bear weight to transfer
- Whether mobile but at a risk when mobilizing due to uncontrollable movements
- Ability to use stairs, manage gradients, steepness of stairs in home, safety, energy levels

Clients will be categorized for this purpose as follows:

- No mobility problems
- Limited mobility problems
- High/ complex mobility problems

Stage 3: Assessment of ability to travel independently

This assessment considers both physical and social reasons that enable or prevent the client from travelling independently. This will include:

- Extent of the mobility problems identified in Stage 2
- Availability of family/ carers
- Communication difficulties (for example ability to order taxi or use public transport)
- Psychological factors eg mental health, loss of confidence, agoraphobia
- Experience or risk of harassment
- Any other factors affecting personal safety

The assessor will determine whether the client:

- Is capable of travelling independently
- Requires some training, support or assistance that will enable them to be capable of travelling independently in the near future
- Not capable of travelling independently

Stages 1 to 3 will determine the eligibility of the client for some form of transport or transport assistance. Assuming the client is eligible under Stage 1 (access to existing transport) then the eligibility will be determined as follows:

		Mobility problems		
		None	Low	High/complex
Capable of Independent travel	Yes	Not eligible Use public transport Walk if < 1km Use concessionary pass	Not eligible Use public transport Walk if < 1km Use concessionary pass	Eligible May require door to door service
	Potentially	Eligible Directly-provided transport as last resort	Eligible Directly-provided transport as last resort	Eligible May require door to door service
	No	Eligible Designated pick-up points near home	Eligible Designated pick-up points near home	Eligible May require door to door service

Stage 4: Identification of appropriate transport


Once eligibility has been assessed as above, it will be the duty of the Adult Social Care to make appropriate arrangements for transport. Directly provided transport services – whether internal or external – will be provided only once other alternatives have been considered and ruled out, and not as a matter of course.

The range of provision includes:

- Assistance with using public transport, eg escorts
- Independent travel – referral to the Council's Independent Travel Programme Manager
- Existing taxi journey – shared with other clients
- Taxi service – solely for the use of the client
- Transport in Council vehicles, eg minibuses

The assessment and provision of transport should be reviewed on a pre-determined basis, eg at the annual review, by the commissioner in consultation with the transport provider.

Where clients move from Children's to Adult Social Care services, then their needs will be reassessed by Adult Social Care in relation to the new services required.

	<p style="text-align: center;">Executive 26 July 2010</p> <p style="text-align: center;">Report from Director of Finance and Corporate Resources</p>
All Wards	
Budget Strategy 2011/12 to 2014/15	

1.0 Introduction

- 1.1 This report sets out the financial prospects for the Council for the next four years within the context of unprecedented reductions in funding for local authorities.
- 1.2 It seeks Executive approval for the overall budget strategy based on the One Council Programme. This aims to deliver cost reductions through a planned and strategic approach to service provision. This will be mindful of the priority objectives which will be set out in the new Corporate Strategy.

2.0 Recommendations

- 2.1 To note the latest forecast for the council's revenue budget for 2011/12 to 2014/15 at Appendix A and the assumptions used to derive this.
- 2.2 To endorse the overall budget process set out in the report.
- 2.3 To note the proposed budget timetable.

3.0 The Base Position 2011/12 to 2013/14

- 3.1 In the Budget Report to Full Council on 1st March 2010, a financial forecast was set out as part of the Medium Term Financial Strategy, which included the following main assumptions:

3.2 Spending assumptions

- Replacing the one-off use of £1.4m of balances in 2010/11 in 2011/12;
- Pay inflation, national insurance and pension fund increases amounting to 2.5% per annum in total;
- 2% per annum for prices;
- No savings assumptions built into service area budgets;

- Provision for *'inescapable growth'* in service area budgets in future years. This included identified growth for future years of £1,086k in 2011/12, £296k in 2012/13 and £25k in 2013/14. An additional contingency for *'inescapable growth'* of £6m in 2011/12 and £6m in each of the subsequent years has been included. This would have to meet additional demand pressures, legislative or other regulatory changes which lead directly to additional costs to the council, and any on-going loss of income due to recession or other factors.
- The movement in central items included:
 - o *Debt charges (capital financing charges net of interest receipts)*: These are forecast to grow from £24.085m in 2011/12 to £24.201m in 2012/13 and £24.344m in 2013/14;
 - o *Levies*: These are forecast to increase from £10.576m in 2010/11, £12.295m in 2011/12 and £13.336m in 2012/13 and £14.441m in 2013/14. The main reason for this is the West London Waste Authority levy which is expected to rise as a result of the higher cost of waste disposal and Landfill Tax increases of £8 per tonne per year;
 - o *South Kilburn Development*: Funding for the South Kilburn Development is set at £600k in 2010/11, rising to £1.5m in subsequent years as the level of development increases;
 - o *Freedom Pass/concessionary fares*. The budget requirement has needed to be increased substantially in recent years. £30.2m of government grant was removed in 2010/11. Furthermore the phased move to apportioning costs to London boroughs on the basis of usage rather than passes issued has increased costs for Brent. These factors mean that additional resources will need to be provided in future years and Brent has budgeted for a further £1.532m (2010/11), £2.608m (2011/12), £1.140m (2012/13) and £1.175m (2013/14).

Resource assumptions

- Area Based Grant decreased by 2.5% per annum from 2011/12;
- Council tax base increase of 0.25% per annum in line with recent trends;
- Council tax collection of 97.5% in each year;
- Council tax increases of 0%.

3.3 These assumptions produced a gap to be bridged for the period 2011/12 to 2013/14 as follows:

	2011/12 £m	2012/13 £m	2013/14 £m
Per annum	25.7	18.8	18.6
Cumulative	25.7	44.5	63.1

3.4 The Emergency Budget

The new coalition government elected on 6th May has taken immediate action to reduce public sector spending and borrowing. This has manifested itself in a number of announcements impacting on spending programmes in 2010/11. These are set out in more detail in the other finance report on tonight's agenda. This report will concentrate on those items which primarily impact on future years. The Chancellor's Emergency Budget on 22nd June contained a number of significant features for the medium term financial prospects of the council. The main headlines:

- “*A very tough Budget*” – Local Government Association;
- Reducing Public Sector spend by a further £30bn by 2014/15, on top of the £44bn pledge by the previous Government;
- Average reduction of 25% over 4 years from 2011/12 for “*unprotected departments*”. This would include local government;
- Further details of the control totals (Departmental Expenditure Limits) for each government department will be announced in the of Comprehensive Spending Review (CSR) on 20th October. This will cover a 4 year period. It is likely higher levels of reductions will be required in earlier years;
- No further reductions in capital spending control totals to those previously announced. However all programmes will be reviewed and funding redirected;
- Support in 2011/12 to help freeze Council Tax. No further details have yet been provided of how any scheme might work or be funded;
- 2 year freeze on public sector pay for staff earning over £21k from 2011/12. This is in addition to the freeze in 2010/11;
- Changes to the level of housing benefit that could be claimed by tenants from April 2011. The maximum level of housing benefit (the “*Cap level*”) has been reduced with at least 2,000 households in Brent likely to be adversely affected. It is not clear what the additional impact on the Temporary Accommodation budget will be.

3.5 Brent's Formula Grant

The Comprehensive Spending Review on 20th October will provide overall control totals for local government expenditure. Brent will not know its actual share of the reduced funding until the Local Government Finance Settlement which is likely to be in early December. There is a significant risk that Brent's proportion of the loss will be higher than the national average.

- Virtually all the reviews of methodology which are being considered reduce London's proportion of the overall resources and benefit other parts of the country.
- Brent with 24 other London Boroughs is a floor authority. This gives the lowest percentage increase in resources for this class of authority.

Without the protection of the floor Brent would have received £7.5m less formula grant in 2010/11. The maintenance of the floor is a crucial factor in the eventual shape of the budget which the council will be lobbying for with London councils.

- The Office for National Statistics (ONS) latest population projection for Brent for 2011 (the first year of the new settlement) is 252,300. This is nearly 20,000 less than the previous estimate used for the last settlement.

3.6 Service Demands

There are a large number of additional pressures linked to demographics, government legislation and expectations of service improvement. These will be addressed in more detail as part of the service planning process interlinked with the budget construction.

3.7 Council Tax

The council's ability to raise levels of council tax are limited by political and residents' expectations and the capping regime. The new government has given no firm indication of its stance on council tax increases aside from the announcement in the budget that "large" increases would not be expected and the scheme to freeze Council Tax in 2011/12. There has also been a proposal to give residents the power to veto excessive council tax increases but no further details have been released. Each 1% increase in the tax levels equates to around £1m of additional income.

3.8 Forecast General Fund Position 2011/12 to 2014/15

Appendix A sets out a revised financial forecast based on the government's announcements. The following changed assumptions from the March forecast are included:

- the projection now covers 2011/12 to 2014/15;
- 2010/11 reductions in Area Based Grants and other grants have been built into the base;
- a 25% reduction in Formula and Area Based Grants (7.5% in 2011/12 and 2012/13 and 5% in 2013/14 and 2014/15);
- pay freeze for staff over £21k for 2011/12 and 2012/13;
- full year effects of savings already delivered from One Council programme included in 2011/12;
- options of a zero and 3% increase in Council Tax.

3.9 On the above basis the overall reductions in net expenditure required to produce a balanced budget are set out in the table below.

Table 2: Updated MTFS Budget Gap				
	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
<u>0% Council Tax Rise</u>				
Annual Saving	24.6	26.7	20.5	22.6
Cumulative Saving	24.6	51.3	71.8	94.4
<u>3% Council Tax Rise</u>				
Annual Saving	21.5	23.5	17.3	19.2
Cumulative Saving	21.5	45.0	62.3	81.5

3.10 Capital Programme

The size of the capital programme drives the revenue costs required to fund it. The projections assume the programme agreed on 1st March 2010. This is already being constrained by an inability to meet capital receipts targets due to the continuing downturn in land and property prices. There is also likely to be further government reductions in resources. These are coupled with a number of significant spending pressures. These include:

- (i) The *schools capital programme* - where rises in pupil numbers are outstripping the resources available to build additional places. Similarly the condition of a number of school buildings will require investment. This situation has been heightened by the cancellation of the BSF programme and the review of other programmes.
- (ii) The longer term revenue and capital funding needs of *the housing revenue account*.
- (iii) *Sports facilities* - the top priority identified is for a third pool in the north of the borough.
- (iv) *Infrastructure Assets* such as roads, pavements and lighting where the need for significant upgrades has been identified.
- (v) *Regeneration Schemes* - the current recession is restricting investment putting pressure on the council to kick start schemes with its own resources.

3.11 Housing Revenue Account

The HRA has significant issues around its medium and long term viability. The updated HRA Business Plan shows that there are insufficient capital resources to maintain the dwelling stock at decent homes levels, and also that the operational HRA is likely to be in deficit within 5 years. This comes at a time when the Government are considering responses to a consultation on funding of the HRA.

4.0 Proposed Budget Strategy and the One Council Programme

4.1 Current Process

The council's budgeting process was significantly changed for the financial year 2010/11. The previous process was becoming increasingly less effective as finances became more constrained.

4.2 It was recognised that incremental change was not sufficient. Demand for many of our services are increasing due to demographic pressures and the impact of the recession. It was clear whatever the result of the general election that resources would be significantly reduced. To achieve a balanced and sound budget required a greater focus on securing efficiency, reducing waste and duplication and generating income. This led to the introduction of the One Council Programme which has been described in some detail in previous Executive reports.

4.3 The Programme has interconnected objectives including:

- Helping to address the budget deficit:
- Responding to increased service demand through new service models.
- Delivering greater choice to the public.
- Integrated and seamless customer access to all our citizens.
- Delivering the maximum value for money to our tax payers from all suppliers and council services.
- Being able to deploy the right skills and levels of resources in the right places based upon political priorities.
- Maximising the use of our physical assets.

4.4 Appendix B sets out the main projects currently included in the programme and the benefits and minimum savings sought to be achieved. Further projects will be added to the programme. To date it is estimated that net savings of £4.5m have been achieved in the current financial year with full year savings in 2011/12 of £12.9m.

4.5 Ensuring Delivery

In order to be confident that the One Council Programme will be delivered strong governance arrangements and programme and project management have been put in place. An overview is set out in Appendix C.

4.6 Other Measures

Apart from the main projects within the One Council Programme there are a number of other actions that will need to be undertaken to help deliver a balanced and robust budget over the medium term.

- (i) Ensuring each Service Area does not overspend its current year's budget.
- (ii) All central items to be robustly reviewed.
- (iii) *"Inescapable Growth"* to be minimised and funded from within existing budgets if at all possible.
- (iv) Borrowing within the capital programme limited as a maximum to currently assumed levels and with priority given to funding from other sources.
- (v) Examine the implications of the removal of all Area Based and specific grants by central government.
- (vi) Extensive lobbying to seek to maximise resources for the Council.
- (vii) Consider various options around levels of Council Tax.

5.0 Involvement of Key Stakeholders

5.1 There are a number of key stakeholders that the council needs to involve in the budget process. Appendix B set out the main stakeholders and how we would hope to involve them. The recommendations of the Budget Panel following their review of the 2010/11 budget process and proposals for addressing these are also being reviewed.

6.0 Timetable

6.1 Appendix E sets out a draft outline timetable for the 2011/12 budget.

7.0 Financial Implications

7.1 These are contained in the body of the report. There are no direct costs or other direct financial implications arising from this report.

8.0 Legal Implications

8.1 A local authority must budget so as to give a reasonable degree of certainty as to the maintenance of its services. In particular, local authorities are required by section 32 of the Local Government Finance Act 1992 to calculate as part of their overall budget what amounts are appropriate for contingencies and reserves. The Council must ensure sufficient flexibility to avoid going into deficit at any point during the financial year. The Chief Financial Officer is required to report on the robustness of the proposed financial reserves.

- 8.2 Under the Brent Member Code of Conduct members are required when reaching decisions to have regard to relevant advice from the Chief Finance Officer (the Director of Finance and Corporate Resources) and the Monitoring Officer (the Borough Solicitor). If the Council should fail to set a budget at all or fail to set a lawful budget, contrary to the advice of these two officers there may be a breach of the Code by individual members if it can be demonstrated that they have not had proper regard to the advice given.
- 8.3 In accordance with section 106 of the Local Government Finance Act 1992, where a payment of Council Tax that a member is liable to make has been outstanding for two months or more at the time of a meeting, the member must disclose the fact of their arrears (though they are not required to declare the amount) and cannot vote on any of the following matters if they are the subject of consideration at a meeting: (a) any decision relating to the administration or enforcement of Council Tax (b) any budget calculation required by the Local Government Finance Act 1992 underlying the setting of the Council Tax or (c) any recommendation, resolution or other decision which might affect the making of the Annual Budget calculation. These rules are extremely wide in scope so virtually any Council decision which has financial implications is one which might affect the making of the budget underlying the Council Tax for next year and thus is caught. The former DoE (now DCLG) shared this interpretation as it made clear in its letter to the AMA dated 28th May 1992. Members who make a declaration are not entitled to vote on the matter in question but are not prevented by the section from taking part in the discussion. Breach of the rules is a criminal offence under section 106 which attracts a maximum fine of £1,000.

9.0 Diversity Implications

- 9.1 An Impact, Needs and Requirements Assessment (INRA) will be carried out on the budget process as in previous years.

10.0 Staffing Implications

- 10.1 None directly as a result of this report.

11.0 Background Information

- 11.1 Report to Full Council, 1st March 2010 – 2010/11 Budget and Council Tax.

12.0 Contact Officers

- 12.1 Duncan McLeod, Director of Finance and Corporate Resources, Town Hall, Forty Lane, Wembley Middlesex HA9 9HD, Tel. 020 8937 1424.

DUNCAN McLEOD
Director of Finance and Corporate Resources

FINANCIAL FORECAST 2011/12 - 2014/15
July 2010 Estimate

	2010/11	2011/12	2012/13	2013/14	2014/15
	£'000	£'000	£'000	£'000	£'000
Service Area Budgets (SABs)					
Children & Families	60,145	58,263	58,263	58,263	58,263
Environment and Culture	48,859	48,859	48,859	48,859	48,859
Housing and Community Care					
- Housing	27,665	27,494	27,494	27,494	27,494
- Adults Social Care	88,288	88,288	88,288	88,288	88,288
Business Transformation	10,441	10,306	10,306	10,306	10,306
Central Units	8,738	8,065	8,065	8,065	8,065
Finance & Corporate Resources	6,613	6,613	6,613	6,613	6,613
Total SABs	250,749	247,888	247,888	247,888	247,888
One Council Programme	(6,729)	(12,922)	(12,922)	(12,922)	(12,922)
Growth for Service Areas					
'Inescapable' growth	0	7,086	13,382	19,407	25,407
Inflation Provision	300	1,411	3,814	8,771	13,841
Performance Reward Grant	2,100	0	0	0	0
Total provision for growth	2,400	8,497	17,196	28,178	39,248
Other Budgets					
Central Items	51,035	58,384	62,384	62,384	64,384
Area Based Grant	(28,578)	(23,897)	(21,959)	(20,667)	(19,375)
Estimated Performance Reward Grant	(2,000)	0	0	0	0
Contribution to/(from) Balances	(1,408)	0	0	0	0
	19,049	34,487	40,425	41,717	45,009
Total Budget Requirement	265,469	277,950	292,587	304,861	319,223
Plus Deficit on the Collection Fund	1,162	1,162	1,162	1,162	1,162
Grand Total	266,631	279,112	293,749	306,023	320,385

Formula Grant Reduction by 25% over 4 years

Budget Gap at 0%, 1.5% and 3% Council Tax Increase

Reductions required to achieve council tax increase of 0% in each year	(24,562)	(51,279)	(71,778)	(94,364)
Reductions required to achieve council tax increase of 1.5% in each year	(23,022)	(48,174)	(67,085)	(88,065)
Reductions required to achieve council tax increase of 3.0% in each year	(21,490)	(45,024)	(62,260)	(81,478)

FINANCIAL FORECAST 2011/12 - 2014/15
July 2010 Estimate

	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
Grant Calculation for Future Years					
Formula Grant					
-7.5% 2011/12 and 2012/13 and -5% 2013/14 and 2014/15	164,489	152,152	139,816	131,591	123,367
<hr/>					
Balances					
Balances Brought Forward	8,908	7,500	7,500	7,500	7,500
Underspends/(Overspends)	0	0	0	0	0
Contribution to/(Use of Balances)	(1,408)	0	0	0	0
Balances Carried Forward	7,500	7,500	7,500	7,500	7,500

The One Council Programme

The current One Council Programme is made up of the following well-defined projects

Projects	Key Aims/Objectives	Key Benefits to the Council	Minimum Net Savings
1) Structure and Staffing Review	Review the organisation structure and staffing levels across the organisation.	<ul style="list-style-type: none"> • Increase opportunities to offer staff to progress in their career • Reducing any unnecessary overheads • Streamline roles and responsibilities. 	£8.5m
2) Strategic Procurement Review	Review expenditure upon all council suppliers to identify areas where greater value for money can be realised.	<ul style="list-style-type: none"> • To maximise value for money from all our suppliers • Reduction in supplier expenditure • Improved control and scrutiny of supplier performance and cost. 	£7.5m
3) Adult Transformation	Root and branch review of Adult Social Care services including Direct Services, Self-Directed Support and Commissioning.	<ul style="list-style-type: none"> • Delivering greater choice and control to citizens • Delivering improved services at a lower cost of operation. • Supporting independence 	£7m
4) Strategic Property Review	Review the Council's property portfolio to identify opportunities to make best use of our existing estate.	<ul style="list-style-type: none"> • Reduction in cost of maintaining our property portfolio • Improved utilisation of council properties. 	£4m
5) Finance Modernisation	Redesign of processes underpinned by the implementation of a new Financial System.	<ul style="list-style-type: none"> • Improved the effectiveness of finance services to the council • Streamlined finance operation and effective financial controls. 	£1.5m

Projects	Key Aims/Objectives	Key Benefits to the Council	Minimum Net Savings
6) Reshaping Customer Contact	Review of how the Public contacts the Council to improve customer experience and accessibility to services.	<ul style="list-style-type: none"> Greater access to all Council services Increased level of resolution at the first point of contact. Improved customer experience. 	£3.2m
7) Children's Social Care Transformation	Review of residential placements, foster carers, Brent shared house, Crisis Intervention and Support, Resources to children post LAC, Over-Stayers and Intentionally homeless families and Transitions for young people.	<ul style="list-style-type: none"> Delivering improved outcomes to children and young people. Effective support provided to the most vulnerable children and young people in the borough. 	£1.4m
8) Brent Business Support	Review of all support activity across the council to assess how this activity can be re-designed and organised to support frontline services cost effectively.	<ul style="list-style-type: none"> Delivery of a cost effective, streamlined and well organised support services tailored to the needs of frontline services. Support to frontline services will be efficient and deliver value for money. 	£1.6m
9) Waste & Recycling	Review of the waste and recycling contracts.	<ul style="list-style-type: none"> Realise value for money from the Council waste and recycling contracts Effectively performance manage our waste and recycling suppliers. 	£1.2m
10) Civic Centre Project	A capital project to develop the new Civic Centre for the Council	<ul style="list-style-type: none"> New face of the Council Flexible working and easier access to services. 	£2.5m
11) Rewarding Performance	Review of the individual performance management framework and procedures	<ul style="list-style-type: none"> Reward talent within the organisation Provide the right support staff need to progress 	£5m

Projects	Key Aims/Objectives	Key Benefits to the Council	Minimum Net Savings
		within their career. • Delivering operational targets	

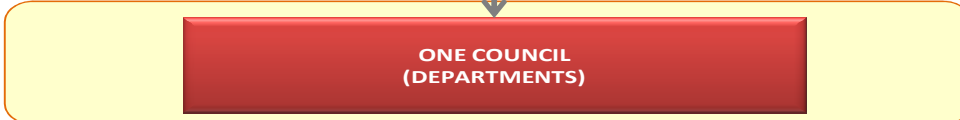


The One Council Programme

The Governance

This governance structure keeps projects on track ,drives accountability and delivery of outcomes.

Corporate **strategic alignment** with outcomes, **direction** and **leadership** for the programme



Monitoring and control with **standards** and provision of programme-wide oversight

Management and delivery of the project with departments

Executive will be informed of overall programme progress and will be required to take key strategic decisions to shape the direction of the Programme.

CMT will be informed of overall programme progress, and take action on escalated threats or opportunities provided by the Programme Board and PMO

Programme Board will scrutinise the status of the project
Make key project delivery decisions to support the successful delivery of outcomes.

PMO will review, challenge and collate project status updates
Monitor progress and action at Programme Board

Projects will report performance information against their plan using the PMO defined standards. Delivery progress will be managed at Project Board level

Departmental Council officers represent the business at the Project Board. They will have a key role providing input to project outputs, assessing progress and impact of changes on the delivery of Council services.

INVOLVEMENT OF STAKE-HOLDERS IN THE BUDGET PROCESS

Stakeholder	Level of involvement
Executive	<ul style="list-style-type: none"> - Regular briefings for Leader and Deputy Leader - Away-days in July and October - PCG up-dates - Briefing of individual portfolio holders by chief officers - Star chamber meetings - Formal Executive meetings
Budget Panel	<ul style="list-style-type: none"> - Timetable of meetings fixed starting in July - Carrying forward work from 2010/11 budget round - Focus on medium term financial strategy and delivery of One Council Programme
Backbench councillors	<ul style="list-style-type: none"> - Briefing through group meetings - Attendance of DF&CR at group meetings - Backbenchers encouraged to attend Budget Panel - First reading debate in November - Budget setting meeting in March
Managers and staff	<ul style="list-style-type: none"> - Budget guidance - Support for budget managers through the transformation programme - Up-dates at Senior Managers' Group - Chief Executive newsletter - Departmental staff briefings - Consultation with staff on proposals that will affect them
Unions	<ul style="list-style-type: none"> - Meetings on overall budget in July and in advance of First Reading debate in November and leading up to Council Tax setting meeting - Consultation on implementation of individual budget savings measures that have staffing implications
Local Strategic Partnership	<ul style="list-style-type: none"> - Regular briefings on council's budget prospects - Joint lobbying for resources where appropriate - Joint work on Local Area Agreement funds and specific service partnerships - Developing a joint medium term financial strategy with major partners
Voluntary sector	<ul style="list-style-type: none"> - Sharing of council's budget prospects through LSP membership
Business sector	<ul style="list-style-type: none"> - Sharing of council's budget prospects through LSP membership - Articles in Brent Business News, the quarterly newsletter of the Brent Employer Partnership - Meeting with business rate-payers on budget issues – jointly organised with Chamber of Commerce and the Brent Employer Partnership - All large rate-payers receive summary of budget issues in January with opportunity to comment
The Brent public	<ul style="list-style-type: none"> - Regular articles in The Brent Magazine - Newspaper briefings


Stakeholder	Level of involvement
	<ul style="list-style-type: none"><li data-bbox="453 237 1129 271">- Consultation with users on individual proposals<li data-bbox="453 271 1155 304">- INRAs for all proposals with diversity implications<li data-bbox="453 304 1034 338">- Consideration of issues at Area Forums

DRAFT SERVICE AND BUDGET PLANNING TIMETABLE FOR 2011/12

Date	Action
14-15 July	First service and budget planning away-day
Early August	Service planning and budget guidance issued
August/ September	Work on formulating draft budgets
September	First stage budget meetings between F&CR and service areas
14 September	Report to Executive on Performance and Finance Review 2010/11 – 1 st Quarter
20 October	Comprehensive Spending Review announced
20-21 October	Second service and budget planning away-days - issues to be considered as part of First Reading debate
October/ November	Continue to develop proposals for achieving 4 year budget targets
Mid-November	Service areas and units begin process of developing service plans
10 November	Budget Panel receives and discusses 1 st reading debate papers
22 November	Full Council. First reading of Policy Framework and Budget
December	Schools Forum meets to agree funding formula and budget issues
13 December	Report to Executive on Performance and Finance Review 2010/11 – 2 nd Quarter
Early December	Second stage 'star chamber' meetings
December/ January	Budget Panel collects evidence
Up to January	Consultation with residents, businesses, voluntary sector, partner agencies and trade unions on budget proposals.
Mid December	Confirmation of the following year's funding from central government
Mid December	Release of the Mayor's consultation draft GLA budget
17 January	Executive reviews budget position and sets Collection Fund surplus/deficit
29 January	General Purposes Committee agrees Council Tax base
11 January	Budget Panel collects evidence and discusses 1 st interim report
January	Greater London Assembly considers draft consolidated GLA budget
End of January	PCG agree budget proposals to be presented to February Executive.
Early February	Schools Forum meets to agree the recommended Schools Budget

DRAFT SERVICE AND BUDGET PLANNING TIMETABLE FOR 2011/12

Date	Action
9 February	Budget Panel receives budget proposals prior to the Executive. Discusses second interim report.
15 February	Executive considers and announces administration's final budget proposals, agrees fees and charges for the following year and agrees savings/budget reductions for the HRA budget report as well as the overall average rent increase.
Mid February	GLA budget agreed
Late February	Budget Panel receives the outcome of Executive's budget report and agrees a final report
28 February	Full Council agrees budget
March	Service areas return completed budget book papers
March	Service plans and corporate budget book published

	<p style="text-align: center;">Executive 26 July 2010</p> <p style="text-align: center;">Report from the Director of Finance and Corporate Resources</p>
<p style="text-align: right;">Wards Affected: Kilburn and Kenton</p>	
<p>Learning Disability Resource Centre - Relocation from Albert Road, South Kilburn to John Billam Playing Fields, Woodcock Hill, Kenton</p>	

Appendix 4 is not for publication

This appendix is not for publication as it contains the following category of exempt information as specified in the Local Government Act 1972 namely information relating to the financial or business affairs of any particular person (including the authority holding the information)

1.0 SUMMARY

- 1.1 This report informs Members of the progress to date in the provision of new facilities for Adult Day Care and seeks approval to the revised cost of the project
- 1.2 This report also seeks approval of the variation of the Council's lease with Gujarati Ayra Association London (GAA London).

2.0 RECOMMENDATIONS

- 2.1 To approve the total budget estimate as shown in Appendix 3 for construction of the day care centre at John Billam Playing Fields to replace the one currently situated at Albert Road
- 2.2 To note the use of the IESE framework for the appointment of the main contractor
- 2.3 To approve the variation of the long lease to the GAA in accordance with the Heads of Terms as set out in paragraph 3.8 but on such detailed terms as are considered by the Director of Property and Asset Management to be in the Council's best interest.

3.0 DETAIL

- 3.1 In July 2009 Executive approved in principle to the relocation of the Adult Day Care Centre from Albert Road to provide a modern purpose built facility in a more centrally located area and also to facilitate the proposals for regeneration of the

South Kilburn area. Subsequently, in November 2009 Executive approved the John Billam Playing Fields site as the preferred alternative location for this facility. This approval was subject to the appropriation of the site for planning purposes and also to the grant of planning permission.

- 3.2 The site identified for the new building is shown on the attached plan in Appendix 2; also attached as Appendix 1 is an indicative design of the proposed building.
- 3.3 Appendix 4 sets out the current cost estimate and funding position.
- 3.4 Revenue funding for the proposed new facility will come from the combined current cost of running the current operations at Albert Road and Strathcona (ASSPECTS) which will both cease when this facility is constructed. It is also anticipated that this combined facility will generate significant efficiency savings in both staff and running costs which will contribute toward the Council's One Council efficiency savings target. The revenue implications are also set out in Appendix 3
- 3.5 In regard to Para 3.1 above, specific progress from the November 2009 report in respect of the two conditions to be met i.e. appropriation and planning permission are as follows:
 - 3.5.1. Officers have advertised the appropriation of the land shown in the plan attached at Appendix 2 from open space to planning purposes by placing the appropriate notice in a local newspaper for two weeks (as required under section 122(2A) of the Local Government Act 1972). Officers will verbally report at the meeting whether any objections to the appropriation have been received. It should be noted that the area of land to be appropriated is slightly different from the area referred to in the November 2009 report. As a result of detailed working up of the scheme, the footprint of the day centre site has changed slightly and it is necessary to incorporate some additional land in GAA's lease to provide space for an access road and additional car parking.
- 3.6 Whilst at the 14th April 2010 Planning Committee approval was successfully obtained to the development of the land comprising the former scout hut and adjacent car park for a two storey adult learning and support centre to replace the facilities currently located at Albert Road, South Kilburn and Strathcona (ASSPECT), changes to the car parking and access road layout, and reinstatement of an area to public open space on the adjacent GAA land were also approved. The planning application was submitted jointly with GAA, a local charity organisation which holds a long lease on the existing Kenton Hall and car parks.
- 3.7 The planning application was generally well received and had local support. There were no objections received. However the condition attached to the application, including the resurfacing of the car park and roadway together with the need for the GAA to agree to vary their existing lease in order to accommodate the council's ambitions has led to an increase in cost estimate. Furthermore we are currently still in negotiations with the Trustees of the GAA to agree the requisite variation to their lease; without this variation it is unlikely the proposal can proceed. This variation will require an alteration to the lease terms as set out below in the legal section of this report along with an amendment to the lease plan. The attached plans show the existing leased area and the proposed new leased area. Due to a need to re-

provide the same number of car park spaces for the GAA the leased area has increased in size by 372 sq.m. There is still no overall loss of open space.

3.8 A variation of the lease to GAA is required in order to:

- (a) include a licence for the Council to carry out the works covered by the planning permission;
- (b) require the use of the southern part of the new car park for community parking in the week and for GAA/community parking at the weekend;
- (c) incorporate additional land in the lease for additional car parking and the access roadway;
- (d) surrender back to the Council an area of land to the north of Kenton Hall which will now be used as public open space.

3.9 Following the November Executive officers appointed MACE Architects, Frankham Consultancy and Peter Gittins, Quantity Surveyors, from the Council's Consultancy Framework to take forward the design and cost analysis for the proposed building. Again good progress has been achieved and we have now progressed the scheme to the point, subject to resolution of funding and other matters outlined above, wherein we wish to go out to market to appoint the main contractor. In financial terms for a scheme of this size the council will either need to issue a specific OJEU Notice or utilize a pre-approved framework, similar to the council's own property consultancy framework. In this case MACE Architects are recommending the Council avail of an existing framework, IESE, which they state will allow an earlier start on site and a possible reduction on the current contract sum through a mini competition. An indicative project plan and timetable is attached as Appendix 3.

3.10 Members may wish to note that recently the council has utilised the IESE Frameworks for the appointment of contractors on the following constructions schemes: Preston Manor High School, Harlesden Library, Sudbury Primary School and Roundwood Youth Centre.

3.11 MACE further confirms the contractors on the IESE Framework are all competent to build the JBRC and have a vested interest to financially perform to maintain their rating with IESE.

3.12 **Improvement and Efficiency South East** - The IESE Framework is run and managed by Hampshire County Council on behalf of surrounding local authorities. In essence the view is the combined value of the capital schemes of participating local authorities lead to greater interest from established main contractors who wish to secure a potential stream of instructions. This in turn is envisaged to lead to efficiencies for the local authorities both in terms of cost and time taken to procure a main contractor and also in the cost of the project. The IESE Framework is OJEU compliant and Brent is one of 10 London Authorities to have availed of this route to date. Coincidentally the Chief Executive is considering the approval of the inclusion of Brent as a named participant in the proposed renewal of this Framework.

4.0 CONSULTATION

4.1 Parents and carers have been involved throughout the consultation process in. The criteria for relocation, accommodation and service requirements for the new resource centre. In addition, discussions have been held with the residents of

Silverholmes sheltered housing, the local residents association and the chair of the Allotment Association within the John Billam locality. Discussions have also been held with Parks Services to ensure the scheme can be effectively integrated within their plans to expand their services and improve of land drainage and facility access.

4.2 Staff within Albert Road and ASPPECTS day centres have also been involved Within the consultation process specifically with the building's internal layout and facilities.

4.3 All stakeholders have given their full support for the scheme. A second round of consultation is planned for July 2010

5.0 FINANCIAL IMPLICATIONS

5.1 It had originally been envisaged that the costs of the replacement of Albert Road Day Centre would be met from the Growth Fund. The Growth Fund supports the provision of infrastructure for housing growth in specific growth areas. The rationale for using the Fund is that by relocating the Day Centre, this will free land in South Kilburn that will be subsequently developed to facilitate further regeneration of the area as part of delivery of the overall South Kilburn Masterplan.

6.0 LEGAL IMPLICATIONS

6.1 The land shown in the plan at Appendix 2 is currently held by the Parks Service and currently forms part of the overall sports ground. Accordingly, in order to now use the site for redevelopment, it is necessary to appropriate the land for planning purposes. The procedure to follow in order to bring this about is set out in section 122 of the Local Government Act 1972 (the LGA 1972). Under section 122(2A) of the LGA 1972, the Council cannot appropriate any land consisting of or forming part of open space to another function unless before appropriating the land, they cause notice of their intention to do so, specifying the land in question, to be advertised in two consecutive weeks in a newspaper circulating in the area in which the land is situated and consider any objections to the proposed appropriation which may be made. Since the land forms part of the overall sports ground it is considered that it should be treated as open space, and accordingly the Executive (at its meeting on 16 November 2009) authorised officers to undertake this procedure and to proceed with appropriation unless significant objections were received (in which case a further report shall be brought to the Executive).

6.2 The Council has the power under section 123 of the Local Government Act 1972 to dispose of land in its ownership. However, save when this is for a lease of less than 7 years it must obtain the best consideration reasonably obtainable unless it obtains the consent of the Secretary of State to disposal at a lesser value. However, the Secretary of State has issued a general consent under which the Council can dispose of land at an undervalue of up to £2million provided it considers that the disposal will promote the social, environmental or economic wellbeing of its area or part of its area. The value of the additional land be incorporated in GAA's lease is clearly substantially less than £2m, and officers consider that the disposal will clearly promote the social, environmental and economic wellbeing of the Council's area by allowing the provision of the new day centre to go ahead and facilitate the bringing forward of the South Kilburn development project (as explained in more

detail in previous reports to the Executive). Officers consider that in this case the general consent can therefore be relied on.

- 6.3 The anticipated value of the works contract, exceeds the current threshold for the application of the Public Contracts Regulations 2006 (currently £3,927,260). The proposed call-off contract is also a high-value works contract for the purposes of the Council's standing orders. A formal tendering procedure compliant with the relevant Public Contract Regulations is therefore required but the use of an established and legal framework provides an exception to this.
- 6.4 Standing Order 86 (d)(ii) requires the seeking of Borough Solicitor approval wherever a framework established by another contracting authority is used. This approval was issued on 16 June 2010.
- 6.5 It is also necessary that the Director of Finance and Corporate Resources agrees to participation in the Framework, following a recommendation by the Chief Officer.
- 6.6 Since 2005, Hampshire County Council ("HCC") has been acting for and on behalf of IESE (or SECE as it was at the time) providing leadership for their construction and asset management arrangements. The IESE Framework is hosted by HCC and they are responsible for the governance and leadership of the arrangements.
- 6.7 The Framework was advertised (OJEU Contract Notice, 18 October 2005) by "Hampshire County Council for and on behalf of SECE" (the original name of IESE)...and "including all constituent and bordering and neighbouring public sector authorities and their customers." Brent is a neighbouring public sector authority for the purposes of the Framework and as such is entitled to access the Framework.
- 6.8 The procurement will take the form of a two stage process. Firstly a low value contract for preconstruction services will be awarded by the relevant chief officer, and following this, the main contract for the works will then have to be awarded by the Executive.

7.0 DIVERSITY IMPLICATIONS

- 7.1 Housing and Community Care will be preparing an Equalities Impact Assessment for the whole of the Direct Service Review which will include a review of the impact of the new development proposed on the John Billam playing field site.

8.0 STAFFING/ACCOMMODATION IMPLICATIONS

- 8.1 Any staffing implications will be dealt with by Housing and Community Care as part of their Direct Service Review.

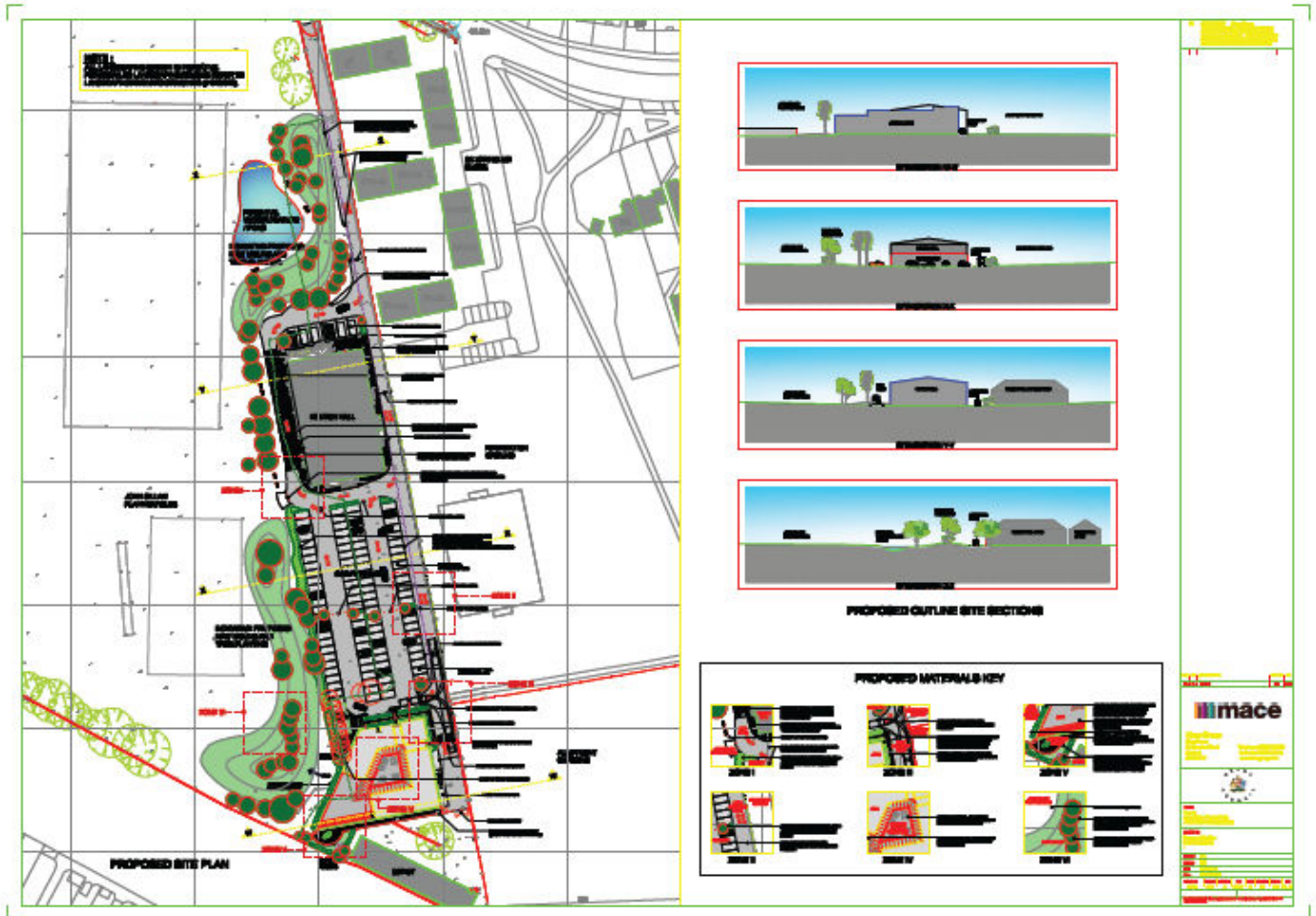
Contact Officers

Richard Barrett, Head of Property and Asset Management,
Room 1A, Town Hall Annexe, Forty Lane, Wembley.
Tel: 020 8937 1334

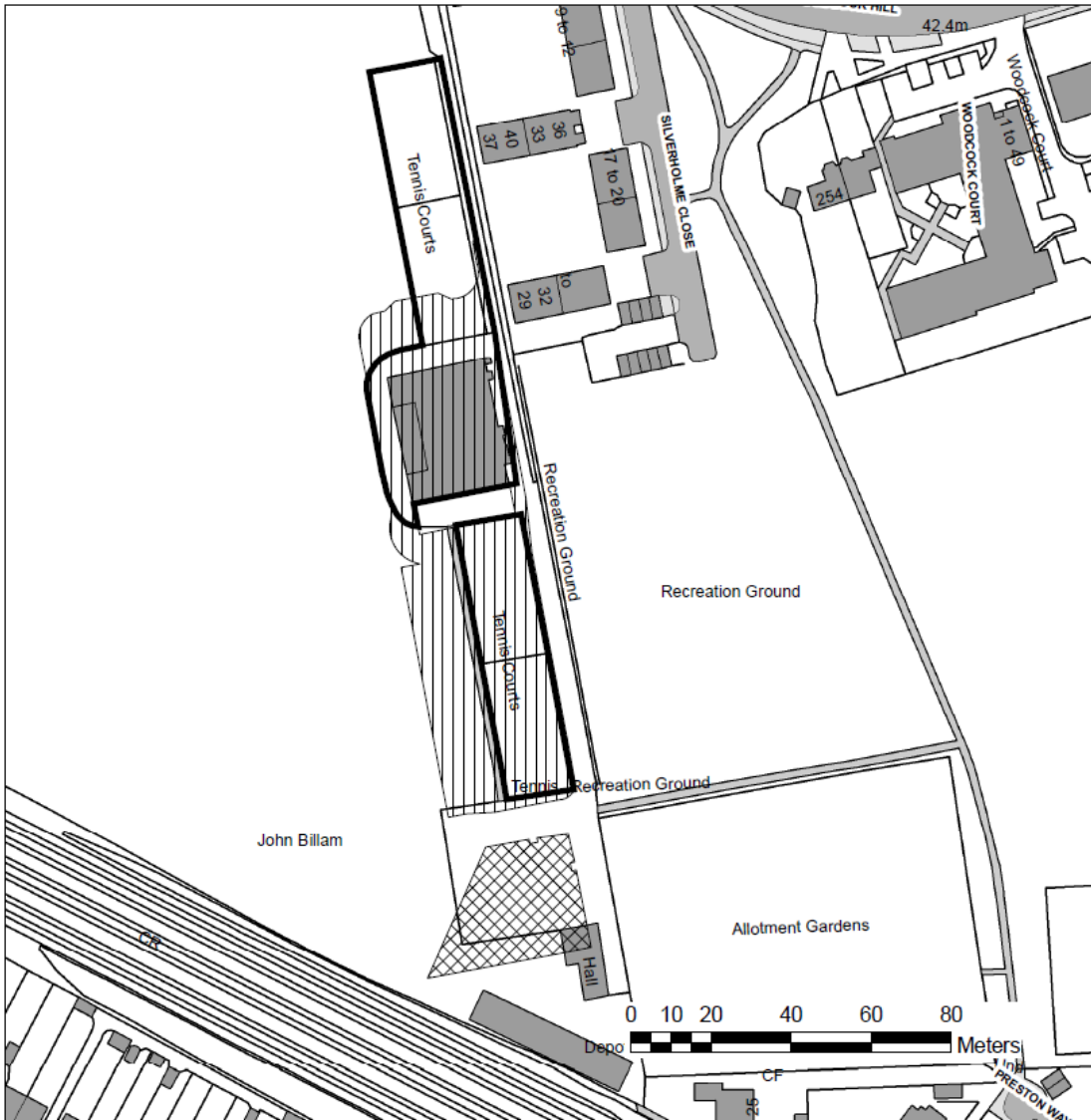
Duncan McLeod, Director of Finance and corporate Resources
Town Hall, Forty Lane, Wembley

APPENDIX 1

Indicative design of the proposed building



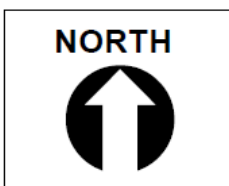
EXECUTIVE COMMITTEE
Learning Disability Resource Centre -
Site identified for the new building and
GAA current and proposed lease demises.



Resource Centre
 Proposed New Demise

 Original Demise

Plan for information purposes only.



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PROJECT/CONSTRUCTION PROGRAMME

	TASK	START	FINISH
1	Planning Approval.	April 2009	19 th April 2010
2	Design Development (Stages C/F).	11 th May 2010	20 th Sept 2010
3	Client Approval: Project Board 1 st Stage.	09 th August 2010	09 th August 2010
4	Appoint Contractor (Pre-construction).	10 th August 2010	16 th August 2010
5	Building Regulations Application.	31 st August 2010	27 th October 2010
6	Client Approval: Project Board 2 nd Stage.	08 th October 2010	08 th October 2010
7	Contract Award.	18 th October 2010	19 th October 2010
8	Contractor's Mobilisation/Site Preparation.	26 th October 2010	01 st Nov 2010
9	Access Road Construction (Base Course only).	03 rd Nov 2010	16 th Dec 2010
10	Main Construction.	04 th January 2011	25 th Nov 2011
11	Practical Completion.	25 th Nov 2011	25 th Nov 2011

**London Borough of Brent
Summary of Decisions taken by the Executive
on Monday, 26 July 2010**

PRESENT: Councillor John (Chair), Councillor Butt (Vice-Chair) and Councillors Arnold, Beswick, Crane, Jones, J Moher, R Moher, Powney and Thomas

ALSO PRESENT: Councillors Adeyeye, Chohan, S Choudhary, Harrison, McLennan and Mitchell Murray

Agenda Item No	Item	Ward(s)	Decision
5.	Determination of proposals for the alteration (expansion by one form entry) of Park Lane Primary School	Alperton; Preston; Sudbury; Tokyngton; Wembley Central;	<p>(i) that approval be given to the statutory proposal published on 20 May 2010 for the alteration of Park Lane Primary School so that it expands from 210 places to 420 places with effect from January 2011, conditional upon the grant of planning permission under Part 3 of the Town and Country Planning Act 1990 by January 2011;</p> <p>(ii) that approval be given to an exemption to the requirement in Contract Standing Orders to get three quotes for a Low Value Contract in relation to the appointment of a structural engineer for this expansion project, on the basis of the good operational and financial reasons set out in paragraph 3.5 of the report from the Director of Children and Families.</p>
6.	Brent Transport Service approval for procurement of managed service contract staff	All Wards;	<p>(i) that approval be given to the pre-tender considerations and the criteria used to evaluate tenders for a managed service for the supply of staff services for BTS as set out in paragraph 7.0 of the report from the Director of Children and Families;</p> <p>(ii) that approval be given to the invite of tenders for a managed service for the supply of staff services and their evaluation in accordance</p>

London Borough of Brent – Summary of Decisions taken by the Executive on Monday, 26 July 2010 (continued)

Agenda Item No	Item	Ward(s)	Decision
			with the approved evaluation criteria referred to in paragraph (i) above.
7.	Criteria for transport services	All Wards;	that approval be given to consult service users and their carers on the proposed adoption of the Eligibility Policy for access to council-funded transport for users of adult social care services. Under this Policy, eligibility will be determined by assessment of a service user's access to existing transport, and an assessment of their mobility and ability to travel independently.
8.	Modernisation of Direct Services	All Wards;	<p>(i) that approval be given to the consultation on the Day Opportunities Strategy, this to include a review of all buildings accommodating directly provided adult social care services, and is intended to lead to their modernisation and transformation;</p> <p>(ii) that the issues relating to Stonebridge be noted and that options for addressing these issues will be discussed as part of the consultation.</p>
9.	Soil conditions investigations at St Raphael's and Brentfield estates	Stonebridge;	<p>(i) that the findings of the soil investigation at St Raphael's and Brentfield Estates be noted;</p> <p>(ii) that agreement be given to the approach to risk management and the threshold levels of 17 ppm for benzo-a-pyrene;</p> <p>(iii) that officers carry out such further investigations as are necessary in order to ascertain exactly how many properties are affected by the above threshold levels;</p> <p>(iv) that the options for remediating and agree soil replacement for the affected properties be noted;</p>

London Borough of Brent – Summary of Decisions taken by the Executive on Monday, 26 July 2010 (continued)

Agenda Item No	Item	Ward(s)	Decision
			<p>(v) that approval be given to waive the costs of basic remediation of privately owned properties;</p> <p>(vi) that the financial risks associated with remediation and the intention to seek grant funding from Environment Agency be noted and that a further report would submitted when the outcome was known.</p>
10.	Transition Services Task Group	All Wards;	<p>(i) that agreement be given to the Task Group recommendations as set out below and in the report from the Director of Policy and Regeneration:</p> <p>Recommendation 1 – The task group recommends that officers working with the Children in Care Council, known as Care in Action, develop a range of activities to bring elected councillors and young people in care together to discuss ways of improving council services. This should not just be restricted to services for looked after children, but the range of services provided in Brent.</p> <p>Recommendation 2 – The task group recommends that steps are taken to weight the criteria for adult social care services and mental health services to better reflect the needs of young people in transition. For example, mental health assessments for 18 to 25 year olds are adapted to meet the needs of young people to recognise the difference between those in transition and older adults.</p> <p>Recommendation 3 – The task group recommends that NHS Brent fully re-commissions the early intervention in psychosis service in 2010/11 and that it reports to the Health Select Committee during 2010/11 outlining the work of the service and the commissioning</p>

London Borough of Brent – Summary of Decisions taken by the Executive on Monday, 26 July 2010 (continued)

Agenda Item No	Item	Ward(s)	Decision
			<p>priorities for mental health services in Brent.</p> <p>Recommendation 4 – The task group recommends that officers develop a proposal for the remodelling of services for vulnerable young people so that there is greater emphasis on early intervention and preventative services. This should build on initiatives such as implementation of the Common Assessment Framework, the development of children’s centres and introduction of the Family Intervention Project. The task group believes the development of a fully integrated preventative service is an aspiration the council and partners should be aiming to deliver and see this as a long term project. If implemented, it could ease the difficult transition from children’s to adult’s services as positive interventions will happen at an earlier stage in a young persons’ life. Initial follow up on this recommendation will take place in 12 months time (April 2011) by the Overview and Scrutiny Committee to see how it has been progressed.</p> <p>Recommendation 5 – The task group recommends that Brent Housing Partnership and Registered Social Landlords in Brent change their tenancy management procedures and policies to allow siblings who are leaving care the opportunity to share a tenancy if there is a desire to do so. This will affect a small number of care leavers each year that would benefit from the support provided by living with a brother or sister.</p> <p>Recommendation 6 – The task group recommends that the Young People in Care Services Team and Housing Services work up a solution to allow young people in care the opportunity to go to</p>

London Borough of Brent – Summary of Decisions taken by the Executive on Monday, 26 July 2010 (continued)

Agenda Item No	Item	Ward(s)	Decision
			<p>university outside of London but maintain a tenancy in Brent so they retain a link with their home area. This will affect a small number of young people each year, but could have a significant impact on their life chances if implemented.</p> <p>Recommendation 7 – The task group recommends that adult social services makes it clear who is the named contact for organisations working with vulnerable young people to improve the referral process and to assist young people when they are contacting statutory services.</p> <p>Recommendation 8 – The task group recommends that a prospectus of services for young people aged 16 to 25 in Brent is developed to help sign post young people in transition to the most appropriate services. The prospectus should include contact details for services and referral routes and should be used as a one-stop guide for staff and young people. Statutory services and voluntary organisations should be included in the prospectus.</p> <p>Recommendation 9 – The task group recommends that officers are instructed to work up proposals for a foyer project in Brent, bringing together a small amount of accommodation plus associated services to deliver a holistic, one stop service to meet the needs of vulnerable young people in transition from childhood to adulthood. The Overview and Scrutiny Committee should consider an update on progress in implementing this in October 2010.</p> <p>Recommendation 10 – The task group recommends that the Overview and Scrutiny Committee asks officers to prepare two</p>

London Borough of Brent – Summary of Decisions taken by the Executive on Monday, 26 July 2010 (continued)

Agenda Item No	Item	Ward(s)	Decision
			further task group scopes to look at services in place for young people in Brent: (i). Transition services for young people with physical disabilities (ii). Mental health services for young people in Brent aged 16 to 25. (ii) that the task group members be thanked for their work.
11.	Budget Strategy 2011/12 to 2014/15	All Wards;	(i) that the latest forecast for the council's revenue budget for 2011/12 to 2014/15 at Appendix A to the report from the Director of Finance and Corporate Resources and the assumptions used to derive this be noted; (ii) that the overall budget process set out in the report be endorsed; (iii) that the proposed budget timetable be noted.
12.	Relocation of Albert Road Day Care Centre	Kenton; Kilburn;	that approval be given to the total budget estimate as shown in Appendix 3 of the report from the Director of Finance and Corporate Resources for construction of the day care centre at John Billam Playing Fields to replace the one currently situated at Albert Road.
13.	Brent Engagement Strategy	All Wards;	that the draft of the new Community Consultation, Engagement and Empowerment Strategy be adopted as the Brent Engagement Strategy 2010-14, the strategy to be published formally in August 2010.
14.	Performance and Finance Quarter 4, 2009-2010	All Wards;	(i) that the council's spending, activity and performance in financial year 2009/10 be noted; (ii) that all directors ensure that where there are underlying spending

London Borough of Brent – Summary of Decisions taken by the Executive on Monday, 26 July 2010 (continued)

Agenda Item No	Item	Ward(s)	Decision
			<p>pressures these are addressed in 2010/11 so spend is kept within budget and underperformance tackled, and that measures are taken, in consultation with relevant portfolio holders, to achieve this;</p> <p>(iii) that approval be given to the 2010/11 virements referred to in paragraph 5.11 of the report from the Directors of Finance and Corporate Resources and Policy and Regeneration detailed in appendix G;</p> <p>(iv) that approval be given to the budget reductions in those areas where government grant has been reduced in 2010/11 as set out in Appendix H of the Directors' report.</p>
15.	Reference of item considered by Forward Plan Select Committee		<p><i>Enforcement of moving traffic and parking contraventions by means of CCTV cameras</i> <i>Main Programme Grant – funding for organisations providing regeneration, and community safety services</i></p> <p>that the Select Committee's recommendations noted and approved subject to clarification of the recommendation relating to Brent Private Tenants Rights Group and the chances of funding becoming available.</p>

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Agenda Item 7b

BRIEFING NOTE FOR:	Forward Plan Select Committee
DATE:	11 th August 2010
SERVICE AREA:	Property & Asset Management

Report ref:	
Report title:	Barham Park Cottages – Proposal to dispose of two former Park keeper houses on the edge of the Barham Park.
SUMMARY	
<p>The Executive meeting 14th December 2009 approved the disposal of this pair of semi detached houses for demolition and reprovision of decant units for the Barham Park council estate. Subsequently terms were agreed with Notting Hill HA in the sum of £630,000, subject to planning and other approvals. Other approvals included the need to obtain Charity Commission approval to the disposal as the land is held in Trust. To date this approval has not been obtained and currently the Council is unable to dispose of this site. Due to other external reasons the H.A. is no longer interested in pursuing this development.</p> <p>Therefore the Council, subject to obtaining appropriate Charity Commission approval, will either need to consider utilising these properties for other operational purposes or, again subject to planning approval, consider the sale of these units on the open market.</p> <p>A report on this asset is currently being prepared for the September Executive.</p>	

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Briefing Note for the Forward Plan Select Committee on 11 August 2010

SERVICE AREA: StreetCare

Report Title:- Waste Strategy Review

The Review's objectives with respect to waste collection were agreed from the outset as follows:

Generate around £500k annual efficiency savings in waste collection and disposal, and;

Develop a revised waste collection strategy to identify service objectives and new policies to:

- Promote and encourage the production of less waste.
- Increase recycling rate to 40% by 2011, to 45% by 2015 and to 50% by 2020 to ensure future National Indicators for waste are met.
- Reduce reliance on landfill.
- Reduce the carbon footprint of waste collection operations.
- Maintain residents' satisfaction with waste collection services.
- Deliver a more inclusive and accessible range of services.

As an outcome from this process, officers recommend the following scenario as the most advantageous option for implementation in Brent.

In essence, it is a 3-bin collection system for the majority of households.

It generates no saving in 2011/12 but a £766k saving in Year 2 of implementation and a 53% recycling rate in Year 4.

It comprises the following:

For low rise properties:

Overall a weekly collection will be maintained, however different streams would be collected each week.

These would be;

- **Residual stream:** Alternate weekly collection using existing wheeled bin.' No side waste' policy introduced.
- **Dry recycling:** New bin to collect recyclable materials co-mingled (mixed) on an alternate weekly schedule – to include cardboard.
- **Organic streams:** Green bins retained for 60,000 properties. Extension of the weekly scheme to cover the remaining 28,000 properties. New properties to receive food waste collection only. All 88,000 households will receive a kitchen caddy. Cardboard removed.
- **Communications:** Increase on communications spend to £120k in year 1 and then down to £60k/pa.

For high rise properties:

- Extension of the scheme to cover all flatted properties. Move to co-mingled collections.
- Delivery of some refuse to dirty MRF

- Organic waste collections from suitable properties only.
- Increase on communications spend to £78k in year 1 and then down to £26k/pa.

Other elements

- Targeted work to remove trade waste from household stream
- Targeted work to maintain high participation and capture rates
- Targeted work to minimise contamination of kerbside containers
- Retention of compulsory recycling.

The recommended option will be incorporated into the Draft Waste Strategy which will be consulted upon as part of the Review process.

Consultation Process

Timeframe

Public consultation on the draft waste collection strategy will take place for a total of 7 weeks.

- Planned start date: 30 August 2010
- Planned end date: 19 October 2010

Who will we be consulting?

Key stakeholders to be engaged in the consultation period are as follows:

- Residents
- Residents associations
- The Citizens Panel – Area Consultative Forums
- Brent Sustainability Forum
- BRAIN and Brava
- Neighbourhood Working Groups

Consultation area (geographical)

The consultation will be borough-wide and all residents are invited to participate through completion of a questionnaire available from the website and delivered as an insert in the October Brent Magazine

Next Steps

ACTION	TIMEFRAME
Executive approval to consult on the Council's revised Waste Strategy and changes to the waste collection systems	Executive – August 2010
Waste Collection Implementation Plan devised	August 2010
Consultation programme delivered	August 2010 – October 2010
Approval to procure bins, vehicles and treatment capacity	Executive - November 2010
Procurement and delivery period	November – June 2011
Implementation of waste collection changes	November 2010 – July 2011
New Waste Collection Services commence	July 2011

Contact: Chris Whyte
 Extension: 5342
 E-mail: chris.whyte@brent.gov.uk

BRIEFING NOTE FOR:	Forward Plan Select Committee
DATE:	11 th August 2010
SERVICE AREA:	Housing and Community Care

Report title:	ALMO New Build Programme
SUMMARY	
<p>This report seeks to progress the Brent Housing Partnership Limited (BHP) development of new affordable homes under the Homes and Communities Agency's (HCA) 2008-11 National Affordable Housing Programme. This report specifically requests the Executive to agree to dispose of the Ander Close, Mead Court and Coppermead Close Garage sites to BHP at nil financial consideration and for the Council to enter into performance guarantee bond arrangements (if required by the HCA). The Council will receive nomination rights to these homes. The development costs of the scheme will be met by BHP from their reserves.</p> <p>The development proposals are to build five family homes for affordable rent on these sites. Planning consent has obtained for the development of two 3 bedroom houses at the Ander Close garage site. Planning applications are due to be submitted for the development of a four bedroom house at the Coppermead Close garage site and for two 3 bedroom houses at the Mead Court Garages site.</p> <p>The HCA have advised that for small schemes they would only consider providing funding support for affordable rented tenures. Additionally, the HCA funding in respect of disposal of these sites is predicated that they are to be disposed at nil value. If a receipt is generated, then the HCA would apply a corresponding reduction in grant support. Funding for intermediate sale or rented schemes would only be considered where the schemes are of a sufficient quantum and the intermediate housing provision contributes to the overall viability and sustainability of the scheme. A bid for funding is currently being considered by the HCA and officers are hoping to receive confirmation as to whether the funding bid has been successful by the end of August.</p> <p>If the funding from the HCA has been secured, officers are aiming to present a report to the Executive recommending the disposals of these sites at the September meeting.</p>	
Contact Details:	
Maggie Rafalowicz Assistant Director of Housing and Community Care (Strategy and Regeneration)	
Tel: 0208 937 4066 Email maggie.rafalowicz@brent.gov.uk	

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BRIEFING NOTE FOR:	Forward Plan Select Committee
DATE:	11 th August 2010
SERVICE AREA:	Housing and Community Care

Report title:	Homes and Communities Agency Investment Plan
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SUMMARY

The Homes & Communities Agency (HCA) have been engaging with the Council to agree an investment framework under their “Single Conversation” process which is intended to govern the way in which the Council can deliver a range of housing, regeneration, infrastructure and community activities in the short, medium and longer term.

Officers are in the process of finalising a draft Borough Investment Plan which sets out the vision and priorities for investment. The draft Borough Investment Plan supports the priorities set out in the Council’s adopted Local Investment Framework Core Strategy and focuses on delivering growth in the five strategic areas – Alperton, Burnt Oak/Colindale, Church End, South Kilburn and Wembley. In addition, the Borough Investment Plan considers the Council’s priority to regenerate the Barham Park estate and improve the quality of housing and environment around North Circular Road. Other non site specific priorities are also considered – these include

- The provision of larger family homes to tackle overcrowding
- Delivering more intermediate homes for rent and sale
- Delivering a range of supported housing to meet the needs of vulnerable people
- Achieving Decent Homes in the private sector
- Our contribution towards meeting housing needs for Gypsies and Travellers
- The future options for managing the Council’s housing stock as the ALMO contract is due to expire in 2012

The Borough Investment Plan is intended to set out the strategic vision of the borough’s investment needs and identifies the various investment routes and mechanisms that are needed to support the delivery of the Council’s housing and regeneration priorities. The plan also sets out our strategy for economic development. In particular, the plan identifies the current economic conditions and considers how local investment priorities can support economic growth to deliver our growth ambitions. The plan also provides an opportunity to identify the contribution other funding and delivery agencies, such as Transport for London and London Development Agency, can make in achieving a “Total Place” approach towards investment.

A schedule of sites and a breakdown of anticipated tenures will be appended to the Borough Investment Plan. This analysis will also show the costs of infrastructure required to support the plan.

Once the Borough Investment Plan is approved by the Executive, the Council will be in a position to negotiate specific borough investment agreements with the HCA and the Mayor. These investment agreements can then provide a degree of certainty on the

level of funding that is available to the Council. The funding approach for housing and regeneration in London is currently undergoing a period of change. A key element of the Government's proposed Decentralisation and Localism Bill is to devolve housing and regeneration powers to the Mayor. This change is aim at bringing together the responsibilities for the HCA in London and the London Development Agency into the Greater London Authority. The Mayor is keen to devolve a greater responsibility for housing investment decisions to the London boroughs and therefore is currently considering how devolved delivery arrangements could operate. The Borough Investment Plans and the subsequent Borough Investment Agreements will form the basis for negotiating a specific delegated delivery agreement once the housing and regeneration powers are devolved to the Mayor.

Officers are aiming to present a draft Borough Investment Plan for the Executive's approval for October/November when further consideration can be given to the impact of the Government's Spending Review.

Contact Details:

Maggie Rafalowicz
Assistant Director of Housing and Community Care
(Strategy and Regeneration)

Tel: 0208 937 4066

Email maggie.rafalowicz@brent.gov.uk

Agenda Item 7f

BRIEFING NOTE FOR:	Forward Plan Select Committee
DATE:	11 th August 2010-
SERVICE AREA:	Property & Asset Management

Report ref:	
Report title:	Dudden Hill Lane – Proposal to re-develop the site currently occupied by the Brent Indian Community Centre (BICC) to provide a new facility for the group and a small number of residential units.

SUMMARY

The site comprises an old single storey structure with an adjoining enclosed open space and a disused public play area. Proposals to develop the open space adjoining have been prepared by Family Mosaic, who are one of the Brent Council preferred partners for social housing development schemes. The plan was to incorporate a community centre on the ground floor which could have been occupied by BICC assuming terms could have been agreed. The scheme was producing a very modest financial return prior to the current spending cuts. Following the reduction in SHG the scheme is no longer viable for Family Mosaic therefore the project is likely to be put on hold for the time being and will not now be reported to Executive.

Other options for the enclosed open space and the council public play area will now be considered although without the land leased to the Brent Indian Association it may be difficult to devise a scheme which is financially viable and attractive enough to the private property market.

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Agenda Item 7g

BRIEFING NOTE FOR:	Forward Plan Select Committee
DATE:	11 th August 2010-07-21
SERVICE AREA:	Property & Asset Management

Report ref:	
Report title:	Elm Gardens- Potential Disposal to support decant proposals for Barham Park Redevelopment

SUMMARY

A statutory designated allotments site of circa 4290 sq m. The allotment site is no longer in use and is in need of substantial repair and renovation if it were to be brought back into use for it's original purpose.

This matter was previously to Executive, 26 May 2009, which then supported the recommendation to seek de-designation of the site from the Secretary of State and, if successful, to seek to re-use site as a decant site for the Barham Park regeneration scheme. The Executive also instructed officers to work with Notting Hill Housing Trust to secure appropriate development. Sec. of State approval has been subsequently obtained which was subject to the identification of an alternative suitable site to replace the lost allotments. A replacement site has been identified at Gladstone Park which is capable of re-providing the allotments. The potential cost of creating the new allotment would be in the order of £200k. It is intended that the provision of this alternative allotment would, in some way, be a condition of the sale.

Notting Hill Housing Trust has subsequently met with the planners and are proposing approximately 27 units low density scheme- preference is all rent. Negotiations are currently underway to agree a capital value for this site and once a provisional deal has been agreed it will be brought back to the Executive for member consideration. An indicative timetable is set out below:

Planning Application submitted Nov 10
Planning Consent granted Feb 11
Start on site May 11
Completion June 12

Terms for the sale of the site have not yet been agreed and therefore it is probable this time-table will slip and as such a report for Executive is unlikely to be presented before September 2010 at the earliest.

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Forward Plan Select Committee Briefing Note

Forward Plan Select Committee - 11 August 2010

Report Title: Authority to renew advice service grants to Brent Citizens Advice Bureau and Brent Community Law Centre

Summary: The report requests a one year allocation of funding for the above two agencies.

Information requested: The Forward Plan Select Committee has requested information on the application of inflationary adjustments for the above renewal period.

The report seeks a new allocation for one years funding for both agencies from 1st October 2010 to 30 September 2011. The funding is a new allocation and therefore will not be subject to any inflationary increases during this period. The Executive Committee Report details these requirements under the financial implications section of the report.

Jas Yembra
Service Development & Commissioning
Housing & Community Care

30th July 2010

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LONDON BOROUGH OF BRENT

THE FORWARD PLAN OF KEY DECISIONS

for the four month period 1 August 2010 to 30 November 2010

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. Briefly, a Key Decision is defined by Regulations as 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. In Brent the council will treat as a key decision all decisions taken at a meeting of the Executive whether or not the decision would be classed as a key decision according to the statutory definition.

Decisions made by the Executive are subject to a call-in provision. If any item is called in, the Forward Plan Select Committee (a sub-committee of 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 select 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 Select Committee on a matter are to be considered by the Executive can be obtained from Democratic Services. The Plan is updated monthly. Copies can also be obtained from Democratic Services, Room 006, Town Hall, Forty Lane, Wembley, Middlesex, HA9 9HD, telephone 020 8937 1366 or via e-mail at 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 they contain confidential or exempt information under the Local Government Act 1972 as amended. These are listed in column 3 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 the 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 current membership of the Executive is as follows:

Cllr John (Corporate Strategy and Policy Co-ordination)
Cllr Butt (Resources)
Cllr Thomas (Housing and Customer Services)
Cllr J Moher (Highways and Transportation)
Cllr R Moher (Adults, Health and Social Care)

Cllr Crane (Regeneration and Economic Development)
Cllr Beswick (Crime Prevention and Public Safety)
Cllr Long (Human Resources and Diversity, Local Democracy and Consultation)
Cllr Powney (Environment, Planning and Culture)
Cllr Arnold (Children and Families)

Contact Officer: Anne Reid
email: anne.reid@brent.gov.uk
Tel: 020 8937 1359
Fax: 020 8937 1360

Publication Date: July 2010

Details of the Decision to be taken	Decision to be taken by	Relevant report from Director	Expected Date of Decision	Those to be consulted and how	Representations may be made to the following officer by the date stated
<p>Council restructuring To consider significant changes to the structure of Council departments in the light of current and future financial pressures and the need to implement the new Administration's Corporate Strategy. To note the outcome of recent consultation with staff and approve a set of final proposals. To note that subject to agreement by the Executive, it is intended that the new arrangements should become operational on Monday 18 October.</p>	Executive	Chief Executive	11 Aug 2010	Internal	Chief Executive Tel: 020 8937 1007 garth.daniel@brent.gov.uk
<p>Dudden Hill Lane, land adjacent to No. 19 To dispose of land to Housing Association.</p>	Executive	Director of Finance and Corporate Resources	Between 1 Jul 2010 and 30 Sep 2010	Internal	Property and Asset Management Tel: 020 8937 1398 james.young@brent.gov.uk
<p>Treasury Management Annual Report 2009/10 To recommend that Full Council approve the Treasury Management Report and Annual Investment strategy, note outturn the prudential indicators and approve the mid year treasury report for 2010/11.</p>	Executive	Director of Finance and Corporate Resources	Between 2 Aug 2010 and 31 Aug 2010	Internal only	Exchequer and Investment Tel: 020 8937 1472 martin.spriggs@brent.gov.uk

Details of the Decision to be taken	Decision to be taken by	Relevant report from Director	Expected Date of Decision	Those to be consulted and how	Representations may be made to the following officer by the date stated
<p>Albert Road Day Centre Relocation - Part 2 To agree the appointment of the contractor for the construction of the day centre.</p>	Executive	Director of Finance and Corporate Resources	14 Sep 2010	Internal	Property and Asset Management Tel: 020 8937 1334 richard.barrett@brent.gov.uk
<p>Disposal of two former park keeper properties on the Barham Park To note the current position following members' decision on 14 December 2009 and that the Executive and to (i) consider the options for the two surplus former park keepers houses located on the edge of Barham Park which is held in trust by the Council and (ii) determine subject to the appropriate Charity Commission and planning approvals whether the properties are to be retained for other operational purposes or to be sold in the open market.</p>	Executive	Director of Finance and Corporate Resources	Between 2 Aug 2010 and 30 Sep 2010	Internal	Property and Asset Management Tel: 020 8937 1325 louis.eden@brent.gov.uk
<p>Award of contract for banking, card acquiring and bill payment services The Director of Finance seeks the Executive to award the contract for Banking, Card Acquiring and Bill payment services from officers' recommendations following a tender process.</p>	Executive	Director of Finance and Corporate Resources	14 Sep 2010	Internal	Procurement and Risk Management Tel: 020 8937 1628 karen.dobson@brent.gov.uk

Details of the Decision to be taken	Decision to be taken by	Relevant report from Director	Expected Date of Decision	Those to be consulted and how	Representations may be made to the following officer by the date stated
<p>Land at Elm Gardens To dispose of land to Housing Association.</p>	Executive	Director of Finance and Corporate Resources	Between 1 Sep 2010 and 30 Sep 2010	Ward councillors and the local residents through the planning process	Property and Asset Management Tel: 020 8937 1398 james.young@brent.gov.uk
<p>The leasing of the Eton Grove Community Centre To approve the leasing of the building/land for use as a nursery, community centre and sports changing rooms on the terms agreed with the preferred bidder following a binding open market tender to refurbish or redevelop the existing building.</p>	Executive	Director of Finance and Corporate Resources	18 Oct 2010	Internal	Property and Asset Management Tel: 020 8937 1398 james.young@brent.gov.uk
<p>Printing Review Tender Results 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.</p>	Executive	Director of Business Transformation	18 Oct 2010	Internal only	Head of IT: Tel 020 8937 1400 tony.ellis@brent.gov.uk
<p>Annual Complaints Report 09/10 To consider a review of complaints submitted during the financial year.</p>	Executive	Phil Newby	26 Jul 2010	Internal	Corporate Complaints Team Tel: 020 8937 1041 mary.clancy@brent.gov.uk

Details of the Decision to be taken	Decision to be taken by	Relevant report from Director	Expected Date of Decision	Those to be consulted and how	Representations may be made to the following officer by the date stated
<p>Access to Health Services for People with Learning Disabilities To endorse the task group's recommendations.</p>	Executive	Director of Policy and Regeneration	14 Sep 2010		Policy and Regeneration Tel: 020 8937 1359 andrew.davies@brent.gov.uk
<p>Strategy for the expansion of primary provision To approve the strategy for expanding primary provision which is necessary to accommodate rising pupil numbers.</p>	Executive	Director of Children and Families	11 Aug 2010	Internal	Director of Children and Families Tel: 020 8937 3130 john.christie@brent.gov.uk
<p>Authority to award works contract for a new build intergenerational Children's Centre at Kingsbury High School To approve the award of the contract for the new build of Kingsbury Intergenerational Children's Centre (subject to grant of planning permission).</p>	Executive	Director of Children and Families	14 Sep 2010	Internal	Director of Children and Families Tel: 020 8937 3130 john.christie@brent.gov.uk
<p>Educational use of Coniston Gardens To approve the retention of the site for educational and community use.</p>	Executive	Director of Children and Families	11 Aug 2010	Internal	Director of Children and Families Tel: 020 8937 3130 john.christie@brent.gov.uk
<p>Play Service Agree to extend the existing Brent Play Service contract by an additional seven months to 31 March 2011.</p>	Executive	Director of Children and Families	11 Aug 2010	Internal	Director of Children and Families Tel: 020 8937 3130 john.christie@brent.gov.uk

Details of the Decision to be taken	Decision to be taken by	Relevant report from Director	Expected Date of Decision	Those to be consulted and how	Representations may be made to the following officer by the date stated
<p>Update on implementing the new policy for allocation of Early Years' full time places To agree the movement of the implementation date of the new policy for the allocation of early years full time places to September 2010.</p>	Executive	Director of Children and Families	14 Sep 2010	Internal	Director of Children and Families Tel: 020 8937 3130 john.christie@brent.gov.uk
<p>Waste and Street Cleansing Review To approve the implantation of street cleansing efficiency savings. To approve consultation on waste collection proposals.</p>	Executive	Director of Environment and Culture	11 Aug 2010	Area Consultative Forums, residents, community organisations	Environment Management Tel: 020 8937 5342 chris.whyte@brent.gov.uk
<p>Introduction of a vehicle emission-based charging regime for residents' parking permits To approve the undertaking of appropriate consultation and to the advertising of Traffic Orders in association with the introduction of new charges and a new emission based charging regime for residents parking permits as set out within the report. To agree the mechanism for considering representations received prior to deciding whether or not to introduce the charges and regime as described in the report.</p>	Executive	Director of Environment and Culture	11 Aug 2010	Internal to date	Transportation Unit Tel: 020 8937 5151 tim.jackson@brent.gov.uk

Details of the Decision to be taken	Decision to be taken by	Relevant report from Director	Expected Date of Decision	Those to be consulted and how	Representations may be made to the following officer by the date stated
<p>The Brent Placemaking Guide To approve the Placemaking Guide which encourages a reduction in street clutter and provides guidance on the types of materials and street furniture LBB would like to see in its streets and town centres. To give approval for the consultation, publication and marketing arrangements for launching the guide in the public arena</p>	Executive	Director of Environment and Culture	14 Sep 2010	Currently seeking the advice of CABE (Commission for Architecture and the Built Environment) on the draft document	Transportation Unit Tel: 020 8937 5151 tim.jackson@brent.gov.uk
<p>Adoption of new 'Sexual Entertainment Venue' provisions of the Local Government (Misc. Provisions) 1982 To resolve to adopt the new provisions of Schedule 3 of the Act specifying a day they will come into effect regulating lap-dancing, strip tease and the like.</p>	Executive	Director of Environment and Culture	14 Sep 2010	Internal	Health, Safety and Licensing Tel: 020 8937 5369 alan.howarth@brent.gov.uk
<p>Implementation of new charging legislation To approve a new Building Regulations charging scheme.</p>	Executive	Director of Environment and Culture	14 Sep 2010	Internal	Building Control Tel: 020 8937 5476 andy.hardy@brent.gov.uk
<p>Statement of Gambling Licensing Policy and Principles To approve the council's revised statement and submit to Full Council for final approval.</p>	Executive	Director of Environment and Culture	18 Oct 2010	Internal	Director, Health Safety & Licensing Tel: 020 8937 5358 geoff.galilee@brent.gov.uk

Details of the Decision to be taken	Decision to be taken by	Relevant report from Director	Expected Date of Decision	Those to be consulted and how	Representations may be made to the following officer by the date stated
<p>Statement of licensing policy - Licensing Act 2003 To approve the council's revised statement and submit to Full Council the final approval.</p>	Executive	Director of Environment and Culture	15 Nov 2010	Statutory authorities, members, trade and community representatives.	Health, Safety and Licensing Tel: 020 8937 5369 alan.howarth@brent.gov.uk
<p>ALMO New Build Programme To approve the disposal of the Ander Close, Mead Court and Coppermead Close Garage sites to BHP at nil financial consideration in order to develop five new affordable units for rent</p>	Executive	Director of Housing and Community Care	Between 1 Sep 2010 and 31 Oct 2010	Internal	Housing Strategy and Regeneration Tel: 020 8937 4066 maggie.rafalowicz@brent.gov.uk
<p>Transfer of funds for learning Disability To accept and agree transfer of funds for learning disability from NHS Brent.</p>	Executive	Director of Housing and Community Care	Between 2 Aug 2010 and 30 Sep 2010	NHS Brent, Learning Disability Partnership Board	Adult Social Care Tel: 020 8937 4230 alison.elliott@brent.gov.uk
<p>West London Alliance Home Care framework To agree to call off from this framework from 1 October 2010 to achieve savings.</p>	Executive	Director of Housing and Community Care	11 Aug 2010	Internal	Head of Service Development and Commissioning Tel: 020 8937 4061 linda.martin@brent.gov.uk
<p>Authority to renew advice service grants To authorise the renewal of grant funding for the Citizens Advice Bureau and Brent Community Law Centre.</p>	Executive	Director of Housing and Community Care	11 Aug 2010	Providers	Head of Service Development and Commissioning Tel: 020 8937 4061 linda.martin@brent.gov.uk

Details of the Decision to be taken	Decision to be taken by	Relevant report from Director	Expected Date of Decision	Those to be consulted and how	Representations may be made to the following officer by the date stated
<p>Homes and Communities Agency investment plan To approve the Homes and Communities Agency's Local Investment Plan which sets out the specific investment requirements and proposals in order to deliver the council's housing and regeneration priorities over the short, medium and longer term.</p>	Executive	Director of Housing and Community Care	Between 1 Sep 2010 and 30 Oct 2010	Internal	Housing Strategy and Regeneration Tel: 020 8937 4066 maggie.rafalowicz@brent.gov.uk
<p>A new S75 agreement for the lead commissioning function for Learning disabilities in line with the new government policy To agree an extension of the agreement for a shared budget and combined contract with the NHS Brent on the Integrated Community Equipment Service, with improved outcomes and efficiencies</p>	Executive	Director of Housing and Community Care	Between 1 Sep 2010 and 30 Sep 2010	Internal	Adult Social Care Tel: 020 8937 4230 alison.elliott@brent.gov.uk
<p>Award of contract for procurement and management of temporary accommodation To award the contract for procurement and management of private sector leased accommodation used to house statutory homeless households.</p>	Executive	Director of Housing and Community Care	Between 1 Aug 2010 and 30 Sep 2010	Internal	Housing Needs/Private Sector Tel: 020 8937 2332 perry.singh@brent.gov.uk

Details of the Decision to be taken	Decision to be taken by	Relevant report from Director	Expected Date of Decision	Those to be consulted and how	Representations may be made to the following officer by the date stated
<p>Furniture charging policy for homeless households To agree to amendments to the existing policy of charging homeless households in relation to the storage of their belongings.</p>	Executive	Director of Housing and Community Care	Between 2 Aug 2010 and 31 Oct 2010	Internal	Housing Needs/Private Sector Tel: 020 8937 2332 perry.singh@brent.gov.uk
<p>Nomination agreements and sustainable lettings plans To note the update of the review of nominations arrangements the council has with its housing association partners and to approve the introduction of revised borough wide nomination agreements which incorporate a policy on sustainable lettings plans for new and existing developments.</p>	Executive	Director of Housing and Community Care	Not before 1 Sep 2010	Internal	Policy and Performance Tel: 020 8937 2336 tony.hirsch@brent.gov.uk