



Executive

Wednesday 19 September 2012 at 7.00 pm
Committee Rooms 1, 2 and 3, Brent Town Hall, Forty Lane, Wembley, HA9 9HD

Membership:

Lead Member Councillors:

Portfolio

Butt (Chair)	Leader/Lead Member for Corporate Strategy & Policy Co-ordination
R Moher (Vice-Chair)	Deputy Leader/Lead Member for Finance and Corporate Resources
Arnold	Lead Member for Children and Families
Beswick	Lead Member for Crime and Public Safety
Crane	Lead Member for Regeneration and Major Projects
Hirani	Lead Member for Adults and Health
Jones	Lead Member for Customers and Citizens
Long	Lead Member for Housing
J Moher	Lead Member for Highways and Transportation
Powney	Lead Member for Environment and Neighbourhoods

For further information contact: Anne Reid, Principal Democratic Services Officer
020 8937 1359, anne.reid@brent.gov.uk

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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
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1	Declarations of personal and prejudicial interests	
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Members are invited to declare at this stage of the meeting, any relevant financial or other interest in the items on this agenda.

2	Minutes of the previous meeting	1 - 8
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3	Matters arising (if any)	
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4	Deputations (if any)	
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Adult and Social Care reports

5	Framework Agreement for Carers Service in Adult Social Services and Children and Families	9 - 24
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This report requests authority to award a Framework Agreement as required by Contract Standing Order No 88. This report summarises the process undertaken in tendering this contract and, following the completion of the evaluation of the tenders, recommends which organisations should be appointed to the Framework Agreement.

Appendix also below.

Ward Affected:
All Wards

Lead Member: Councillors Hirani and Arnold
Contact Officer: Alison Elliott, Director of Adult Social Services, Krutika Pau, Director of Children and Families
Tel: 020 8937 4230, Tel: 020 8937 3126
alison.elliott@brent.gov.uk,
krutika.pau@brent.gov.uk

Children and Families reports

6	Local Safeguarding Children's Board (LSCB) Annual report April 2012	25 - 66
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The purpose of this report is to present the Brent Local Safeguarding Children Board (LSCB) Annual Report to Members attached as an Appendix.

Ward Affected:
All Wards

Lead Member: Councillor Arnold
Contact Officer: Krutika Pau, Director of
Children and Families
Tel: 020 8937 3126 krutika.pau@brent.gov.uk

7 A Plan for Children and Families in Brent (PCFB) 2012-2015

67 - 70

The purpose of this report is to set out a three year partnership Plan for Children and Families in Brent (PCFB) for the attention of Executive attached as Appendix 1 to this report. The Plan builds on the achievements of the previous Children and Young People's Plan (2010-12) and brings together in a single document our vision and key priorities for improving outcomes for children and families in Brent.

Appendix circulated separately

Ward Affected:
All Wards

Lead Member: Councillor Arnold
Contact Officer: Krutika Pau, Director of
Children and Families
Tel: 020 8937 3126 krutika.pau@brent.gov.uk

Environment and Neighbourhood Services reports

8 Recovering costs of events in Brent's parks and open spaces

71 - 86

In the past use of Brent's parks and open spaces for events has been subsidised by the council and so free to event organisers. This report proposes that the Council adopts a nominal charging policy which will assist in recovering the costs associated with organisations, individuals, schools, community and faith groups hosting events in Brent's parks and open spaces.

Ward Affected:
All Wards

Lead Member: Councillor Powney
Contact Officer: Jenny Isaac, Assistant
Director, Neighbourhood Services
Tel: 020 8937 5001 jenny.isaac@brent.gov.uk

9 Cashless Parking

87 - 128

This report sets out options for the adoption of different ways of payment for ad-hoc parking and seeks Member approval for the pace and extent of the move towards cashless parking and the introduction of price changes to better reflect the cost of processing different payment methods.

Ward Affected:
All Wards

Lead Member: Councillor J Moher
Contact Officer: Michael Read, AD
(Environment and Protection)
Tel: 020 8937 5302 michael.read@brent.gov.uk

10 Parking service simplification and pricing 129 - 168

This report sets out options for simplification of a bewildering range of parking permits and the multiplicity of eligibility criteria. The proposed simplification will make it easier, quicker, and more convenient for customers to obtain parking permits and pay to park. Then the cost of processing applications will reduce and several loop-holes which allow drivers to park in unintended ways that undermine the Borough's parking objectives will be closed. Options for adoption of new pricing principles and changes in charges are also recommended, in order to eliminate existing inconsistencies and to prevent any future price changes from unwittingly reintroducing unhelpful anomalies.

Ward Affected:
All Wards

Lead Member: Councillor J Moher
Contact Officer: Michael Read, AD
(Environment and Protection)
Tel: 020 8937 5302 michael.read@brent.gov.uk

11 Update on the Cross Borough Parking collaboration 169 - 174

This report provides an update on key issues of the tender process such as highlights of the proposed specification, confirmation of the final scope of the contract, agreement of the evaluation criteria and details of the governance arrangements.

Ward Affected:
All Wards

Lead Member: Councillor J Moher
Contact Officer: David Furse, Procurement
Tel: 020 8937 1170 david.furse@brent.gov.uk

Regeneration and Major Projects reports

12 Brent Civic Centre: Authority to Award Contract for Furniture Furnishings and Equipment (FFE) 175 - 184

This report requests authority to award contracts as required by Contracts Standing Order 88. This report summarises the procurement process undertaken by the Council to procure the Furniture, Furnishings & Equipment (FFE) for the new Civic Centre and recommends to whom contracts should be awarded.

Appendix also below.

Ward Affected:
All Wards

Lead Member: Councillor Crane
Contact Officer: Aktar Choudhury, Civic Centre Programme
Tel: 020 8937 1764
aktar.choudhury@brent.gov.uk

13 West Lodge, Paddington Cemetery 95 Willesden Lane London NW6 7SD 185 - 196

This report seeks the Executive's approval for the disposal by auction of the West Lodge, 95 Willesden Lane London NW6 7SD which is located in the Paddington Cemetery. The property has now become surplus to requirements after the previous occupier, an employee of the Sports and Parks Service, vacated the property at the end of April 2012.

Ward Affected:
Queens Park

Lead Member: Councillor Crane
Contact Officer: James Young, Property and Asset Management
Tel: 020 8937 1398 james.young@brent.gov.uk

14 Wembley School Site 197 - 204

The council has secured a possible site for a new primary school in the Wembley Stadium area as a consequence of a S106 planning obligation. The site is currently in industrial use but could be used in the medium term for a primary school. The owners of the site have offered either the site to be taken now or a cash sum to put towards new school provision. The council have produced an outline agreement with Quintain Estates for the school land and recommend its acquisition by the council on the terms set out in the report.

Appendix also below.

Ward Affected:
Tokyngton

Lead Member: Councillor Crane
Contact Officer: Dave Carroll, Planning and Development
Tel: 020 8937 5202 dave.carroll@brent.gov.uk

Central Reports

15 Complaints report 2011/12 205 - 222

This report provides an overview of complaints received and investigated by the Council under the Corporate Complaints procedure and by the Local Government Ombudsman. Depending on their nature, some adult social care and children and family-related complaints come under the corporate procedure while others are subject to separate procedures governed by legislation. Complaints that were dealt with under the separate statutory procedures are covered in two further annual reports attached as appendices A and B.

Ward Affected:
All Wards

Lead Member: Councillor Butt
Contact Officer: Phillip Mears, Corporate Complaints
Tel: 020 8937 1041 phillip.mears@brent.gov.uk

16 The Treasury Management Annual Report 2011/12

223 -
234

The purpose of this report is to summarise borrowing and investment activity and performance compared to prudential indicators during 2011/12. Executive is asked to recommend this report to Full Council for approval and will also be considered by the Audit Committee as part of the scrutiny function required under the 2009 Treasury Management Code of Practice issued by CIPFA.

Ward Affected:
All Wards

Lead Member: Councillor R Moher
Contact Officer: Mick Bowden, Deputy Director of Finance
Tel: 020 8937 1460 mick.bowden@brent.gov.uk

17 Performance and Finance review - quarter one

235 -
274

The purpose of this report is to provide members with a corporate overview of Finance and Performance information to support informed decision-making and manage performance effectively.
Appendix circulated separately

Ward Affected:
All Wards

Lead Member: Councillor Butt
Contact Officer: Clive Heaphy, Director of Finance and Corporate Services, Phil Newby, Director of Strategy, Partnerships and Improvement
Tel: 020 8937 1424, Tel: 020 8937 1032
clive.heaphy@brent.gov.uk,
phil.newby@brent.gov.uk

18 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.

19 Reference of item considered by Call in Overview and Scrutiny Committee (if any)

20 Exclusion of Press and Public

The following items are not for publication as 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 the information)]

- Framework Agreement for Carers Service in Adult Social Service and Children and Families
- Brent Civic Centre: authority to award contract for furniture, furnishings and equipment
- Wembley School site

Reports above refer.

Date of the next meeting: Monday 15 October 2012



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

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LONDON BOROUGH OF BRENT

MINUTES OF THE EXECUTIVE Monday 20 August 2012 at 7.00 pm

PRESENT: Councillor Butt (Chair), Councillor R Moher (Vice-Chair) and Councillors Arnold, Crane, Hirani, Jones, Long, J Moher and Powney

Also present: Councillors S Choudhary, Hashmi and Harrison

Apologies for absence were received from: Councillors Beswick

1. **Declarations of personal and prejudicial interests**

Councillor Crane declared a personal interest in the report relating to the food growing and allotments strategy as an allotment holder.

2. **Minutes of the previous meeting**

RESOLVED:-

that the minutes of the previous meeting held on 16 July 2012 be approved as an accurate record of the meeting.

3. **Matters arising**

None.

4. **Deputations**

None.

5. **Food Growing and Allotments Strategy**

Councillor Powney (Lead Member, Environment and Neighbourhoods) introduced the report from the Director of Environment and Neighbourhood Services which proposed a unified approach to the development of food growing provision in the borough. Councillor Powney emphasised the value of people growing their own food and drew members' attention to the strategy document and also the action plan circulated as appendices to the report.

Councillor Lorber (Leader of the Opposition) sought clarification of the allotments sites affected by the strategy and also the future of Elms Gardens Allotments. The Director of Environment and Neighbourhood Services advised that one of the disused allotment sites referred to in the report was near the Vale Farm Sports Centre and Councillor Lorber was advised that discussions with residents on the

future of Elms Gardens allotments were being led by the Regeneration and Major Projects department and would be announced once finalised.

RESOLVED:-

- (i) that the findings of the strategy be noted and agreement given to its vision to “provide a range of food growing opportunities accessible to all parts of the community and to promote the benefits of a healthy lifestyle within a greener borough”;
- (ii) that agreement be given to the three inter linked objectives which have been formed to deliver the vision of the strategy, as set out in paragraphs 3.15 to 3.17 of the report from the Director of Environment and Neighbourhood Services;
- (iii) that approval be given to the action plan to deliver the strategy attached as Appendix 4 to the Director’s report.

Councillor Crane declared a personal interest in the report as an allotment holder.

6. Outcome of the Strategic Review of the Brent Schools Portfolio

The report before members provided an update on the capital available for school expansion and the timeline requiring additional funds for meeting the need for school places in Brent. Councillor Crane (Lead Member, Regeneration and Major Projects) referred to the unprecedented demand for school places London wide. It was proposed to create 19.5FE (form of entry) primary places by 2015 through existing school expansions in addition to temporary places. Councillor Crane drew attention to plans for the use of the former Preston Library and Stonebridge Adult Day Care Centre as bulge classes. There remained a funding shortfall of approximately £82M and the council would need to lobby for additional resources. Councillor Crane stated that the council had little option but to implement these plans given the large number of children currently without school places with more expected in the future. The council was committed to high quality buildings and consultation would be taking place with school governing bodies.

Councillor Arnold (Lead Member, Children and Families) contributed that the projections for pupil numbers were robust and that the 2011 National Census had revealed the borough’s population to have been under counted. Free Schools and Academies were currently the only options for new schools and the council would select partners that would fit the needs of the Brent community. A list of draft criteria for identifying preferred partners was attached to the report. Councillor Arnold confirmed that all on time applicants for school places for the 2012-13 academic year had been offered a place however 413 late applications had been received. 400 additional temporary places would be created for September 2012 and the number of SEN places would be expanded. The In Year Fair Access Protocol had been revised and schools and the trade unions would be consulted in September 2012. The Director of Children and Families confirmed that places would continue to be offered throughout the Autumn term.

Councillor Hirani (Lead Member, Adults and Health) asked for an update on the position regarding secondary schools. The Director of Regeneration and Major

Projects advised that correspondence had been received from central government indicating that discussions would start in 2014 for the provision of promised school buildings in 2016. Members would receive bi-monthly updates on the progress of schemes. The Executive heard that the Department for Communities and Local Government were aware of the underestimate in the borough's population as borne out by the Census figures and that the figures would be revisited.

Councillor Lorber raised the absence of reference to Hopscotch Nursery, currently based in Winkworth Hall, Chevening Road, NW6 who were lobbying for permanent premises to be identified, Winkworth Hall having been declared surplus to requirements. He suggested that the Executive should consider whether the Hall could be used as a temporary school. Councillor Crane responded that the report before members concerned premises not currently in use and the allocation of the capital programme. Leasing arrangements were in place for the nursery until 2013 and discussions were taking place on the longer term.

RESOLVED:

- (i) that approval be given to the current and future allocation of capital set out in Section 4.0 of the report from the Directors of Children and Families and Regeneration and Major Projects;
- (ii) that the current and future demand for primary school places as set out in Section 5.0 of the Directors' report be noted;
- (iii) that the strategy for the delivery of primary school places as set out in Section 5.0 of the report be approved;
- (iv) that it be noted that an additional report will be submitted to the Executive on the strategy to deliver secondary school places by December 2012;
- (v) that it be noted that the demand for new school places cannot be met only through expansion of existing schools due to the limited availability of funding; the Council is required to promote additional ways of creating school places by pursuing the current government agenda on free schools and academies;
- (vi) that agreement be given to the criteria set out in Appendix 3 of the Directors' report, specifically in relation to the provision of new Free Schools and Academies;
- (vii) that agreement be given to the proposal to acquire Fulton Road (Quintain) and Oriental City properties for the purpose of developing new schools as part of the S106 developer's agreement. Terms to be advised to the Executive for approval;
- (viii) that approval be given to the principle of creating a new school expansion team as set out in Section 9.0 of the report, which would be subject to a further approval of a business case;
- (ix) that the provision of new temporary 'bulge' classes for the academic year 2012-13, as per Appendix 2 of this report, which includes removal of

Stonebridge Day Care Centre and Preston Library from the current Council disposal programme for duration of 3-years and 7-years, respectively be noted.

7. Expansion of St Robert Southwell School

Councillor Arnold (Lead Member, Children and Families) reminded the Executive that the Governing Body of St Robert Southwell RC Primary School was proposing to alter the school by adding half of one form of entry (0.5FE) to increase the school by 105 places across Reception to Year 6 from September 2013 and that agreement in principle had been given in April 2012 subject to the completion of due diligence by the council. Discussions had taken place with the school and the Westminster Diocese, a statutory consultation process taken place and a funding agreement drafted. The estimated cost of the project was £1.41m of which the cost to the Council would be a maximum of £1.31m to be funded from the Main Capital programme, providing high quality accommodation. Councillor Arnold added that the shortfall in Catholic school places would be addressed. She drew members' attention to the outcome of the consultation and the Equalities Impact Assessment which was appended to the report.

RESOLVED:-

- (i) that it be confirmed that the main reason for approving the alteration of St Robert Southwell RC primary schools was to provide permanent primary places in an area of the borough which has a severe shortage of Reception to Year 6 Catholic places, as agreed at the Executive meeting on 23 April 2012;
- (ii) that approval be given to the permanent expansion of St Robert Southwell RC Primary School by 0.5FE;
- (iii) that it be noted that upon implementation of the proposal, St Robert Southwell RC Primary School would provide 15 new permanent places in each year group from 5 September 2013;
- (iv) that approval be given to the council entering into a funding agreement with the Roman Catholic Westminster Diocese for the Council to fund the building works to a maximum of £1.31m.

8. Stonebridge Adventure Playground Grant 2012-2014

The report from the Director of Children and Families sought agreement to grant fund a voluntary/community organisation, for one year and seven months, subject to performance, to enable the continued running of Stonebridge Adventure Playground, and delivery of holiday activities during summer, Christmas, Easter, and the half-term breaks. The Lead Member for Children and Families, Councillor Arnold advised that grant funding was now considered to be the preferred option.

RESOLVED:

- (i) that the Grant Criteria and Standard Conditions of Grant Aid set out in Appendix 1 of the report from the Director of Children and Families be noted;

- (ii) that agreement be given to the voluntary sector organisation as Brent Play Association, to continue running Stonebridge Adventure Playground, and delivery of holiday activities during summer, Christmas, Easter, and the half-term breaks;
- (iii) that it be noted that in the case of the grant funding being withdrawn for performance reasons, the decision to reallocate the fund was delegated to the Director of Children and Families.

9. **Brent Housing Partnership**

The report from the Director of Regeneration and Major Projects advised that on 16 July 2012 the Executive agreed to enter into a new long term management agreement with Brent Housing Partnership for the purposes of managing the council's remaining housing stock. The Executive also agreed to the full implementation of recent reviews of efficiency and governance arrangements within Brent Housing Partnership (BHP). The existing management agreement between the Council and BHP was due to expire on 30 September 2012. The report proposed to extend the existing management agreement until 31 March 2013, so as to provide sufficient time for the preparation of the new management agreement, and to ensure that future management agreement reviews were fully aligned with the council's budget process and municipal year. Further, the report sought additional changes to BHP's Articles of Association to extend the tenure of existing tenant and independent Board Members whose terms were scheduled to end in the intervening period until 31 March 2013.

Councillor Lorber (Leader of the Opposition) questioned the reason for the delay in the introduction of the new arrangements and felt that all political groups on the council should be represented on the Board. Councillor Long acknowledged that the delay was unfortunate and the Executive noted that there would be only three council nominees on the Board.

RESOLVED:-

- (i) that agreement be given to extend the existing Management Agreement between the Council and BHP until 31st March 2013, at which time it will be replaced with a new long term Management Agreement in line with the decision of the Executive of 16 July 2012;
- (ii) that agreement be given to amend where necessary BHP's Articles of Association, in particular paragraph 15 thereof, to allow for the existing resident Board members of BHP to remain in situ until 31 March 2013;
- (iii) that authority be delegated to the Director of Regeneration and Major Projects, in consultation with the Director of Legal and Procurement to negotiate and finalise the long term Management Agreement with BHP pursuant to the decision of the Executive dated 16 July 2012;
- (iv) that authority be delegated to the Director of Regeneration and Major Projects, in consultation with the Director of Legal and Procurement, to approve subsequent amendments to the Articles of Association and

Memorandum of Association of BHP between now and the end of March 2013 which may be necessary to enable the new Management Agreement to be in place by 1 April 2013 and to implement the recommendations set out in the report of Navigant Consulting regarding the Governance Review of BHP.

10. Brent Meanwhile Partnership and Meanwhile and Urban Regeneration Foundation

The report from the Director of Regeneration and Major Projects advised that council was taking forward temporary use and meanwhile projects across the borough to assist with delivering regenerative outcomes. To ensure the appropriate governance of existing and future projects, it was proposed that a governance vehicle be established to ensure their success in the short, medium and long terms. It was proposed that the governance vehicle be known as the "Brent Meanwhile Partnership" and would consist of a relationship between the council and a newly formed national charity known as the "Meanwhile Foundation". Councillor Crane (Lead Member, Regeneration and Major Projects) advised that the need for formal arrangements had increased in recent years and the initiative would help reduce the number of derelict premises and vandalism. It would be funded through the New Initiatives budget and Councillor Crane referred members to the legal implications and the framework agreement appended to the report.

RESOLVED:-

- (i) that the Director for Regeneration and Major Projects be authorised to formally establish the Meanwhile Foundation, a new national charitable organisation in partnership with Locality and other founding partners;
- (ii) that the Director of Regeneration and Major Projects be authorised to enter into a Framework agreement on behalf of the Council with the Meanwhile Foundation.

11. Contract for Facilities Management Services to council portfolio

Councillor Crane (Lead Member, Regeneration and Major Projects) introduced the report on the provision of Facilities Management Services to cover the council's entire property portfolio including the Civic Centre, the retained portfolio and the interim portfolio (those properties held for the period prior to the date of occupation to the Civic Centre). The report set out the outcome of the exercise to procure a total facilities management ("TFM") solution. It was recommended to award the contract to Europa Facilities Services Ltd to commence on 1 November 2012 for a six year period following which there would be a review. Discussions have taken place with Trade Unions over the future of existing council staff.

The Executive also had before them an appendix to the report which was not for publication as it contained the following category of exempt information as specified in Schedule 12 of the Local Government (Access to Information Act) 1972:

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

RESOLVED:

- (i) that a contract for Facilities Management Services be awarded to Europa Facilities Services Ltd to commence on 1st November 2012 and to expire on 30 June 2018 with provision for the council to extend the contract for two further one year periods;
- (ii) that approval be given to the approach outlined within the report from the Director of Regeneration and Major Projects for the treatment of existing council employees delivering FM services affected by this Contract;
- (iii) that officers' intention to establish an FM Client side team to provide effective contract management be noted.

12. Any Other Urgent Business

None.


13. Reference of item considered by Call in Overview and Scrutiny Committee

None.

The meeting ended at 7.35 pm

M BUTT
Chair

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	<p style="text-align: center;">Executive 19 September 2012</p> <p style="text-align: center;">Report from the Directors of Children and Families and Adult Social Services</p>
<p style="text-align: right;">Wards Affected: ALL</p>	
<p>Authority to award framework agreement for provision of carer related short break, home based support and respite services for Adult Social Services and Children and Families</p>	

Appendices 1 and 2 of this report are “Not for Publication”.

1.0 Summary

- 1.1 This report requests authority to award a Framework Agreement as required by Contract Standing Order No 88. This report summarises the process undertaken in tendering this contract and, following the completion of the evaluation of the tenders, recommends which organisations should be appointed to the Framework Agreement.

2.0 Recommendations

- 2.1 That the Executive agrees to the appointment to the seven Lots of the Framework Agreement for the provision of carer related short break, home based support and respite services for Adult Social Services and Children and Families of those providers stated in paragraph 3.15, Table 2 for a period of four (4) years.

3.0 Detail

Background

- 3.1 There are over 23,000 unpaid carers in Brent, some providing substantial levels of care per week. These carers provide care and support to older people, adults with disabilities, those with mental health problems, learning disabilities and substance misuse issues, and children with disabilities. The Council has duties under legislation

(Carers Recognition and Services) Act 1995, Carers and Disabled Children Act 2000 and Carers (Equal Opportunities) Act 2004, to assess the needs of carers providing substantial and regular care and has powers to provide support and services to meet eligible needs.

- 3.2 On 17 October 2011 the Executive approved a report recommending that Adult Social Services, Children and Families and NHS Brent/ GP Clinical Commissioning Group collaborated for the procurement of services to carers. This procurement would be in the form of a joint framework agreement for the provision of respite and support services to carers ("the Framework Agreement"). The report also proposed a waiver to the competitive requirements of Standing Orders to allow extension of contractual arrangements with existing providers to give sufficient time for a tender process to be completed.
- 3.3 On 13 February 2012, officers sought and obtained approval from the Executive for pre-tender considerations and the criteria to be used to evaluate tenders. Approval was also given to officers to invite expressions of interest, agree shortlists and invite tenders in accordance with the procurement timetable and evaluate them in accordance with the approved evaluation criteria.

The tender process

- 3.4 The new contract will be let using the London Borough of Brent's terms and conditions of contract for respite care and support services for a Framework Agreement over 4 years.
- 3.5 Prior to embarking upon a competitive tender process, officers were aware of the need to undertake a consultation process both with existing service users and known providers of carers related services to Brent. A number of consultation exercises were undertaken with service user groups for carers and a 'provider day' was held on 26 January 2012, to take potential providers through the process from commissioning to how the procurement would be undertaken and relevant timescales.
- 3.6 Officers recognised that there was clear potential for other authorities within the West London Alliance (WLA) to access the framework along with local health community, (currently the Primary Care Trust). Following an exercise where regional local authorities were contacted and asked as to whether they would be interested in accessing the framework, the following public organisations confirmed that they wished to be 'listed' as potential users; the London Boroughs of:

- Ealing
- Harrow
- Hounslow

- Hammersmith & Fulham
- Hillingdon
- Royal borough of Kensington and Chelsea
- Westminster City Council, and
- NHS Brent Primary Care Trust (or succeeding organisation)

3.7 Advertisements were placed on the London Borough of Brent's website, the trade press and the local paper on 14 February to seek initial expressions of interest from, which elicited 41 initial enquires. Pre-qualification short-listing questionnaires, and an information pack containing the outline specifications and tender approach were available for interested organisations to download direct from the Brent website and subsequently 30 contractors returned the questionnaires. Details of the those organisations submitting initial expressions of interest and those that subsequently submitted completed pre-qualification questionnaires are available as background papers to this report.

3.8 Shortlisting was carried out on the basis of the contractors' professional conduct, financial viability, technical ability and experience. On 14 May 2012, 20 different contractors that had passed the requirements of the pre-qualification exercise were invited to tender, (see Appendix 1.) across seven different 'Lots':

Lot 1 > Personal care and short break support for disabled children and young people in their family home or in the community

Lot 2 > Short break support in the family home and/ or in the community for children and young people with behaviour challenges and/ or autistic spectrum disorders

Lot 3 > Short break support in the family home and/ or in the community for children and young people with complex health needs, including technology dependent children and young people

Lot 4 > Services for carers of older people

Lot 5 > Services for carers of adults with learning disabilities

Lot 6 > Services for carers of adults with mental health needs

Lot 7 > Services for carers of adults with physical disabilities

3.9 The tendering instructions stated that the appointment to the Framework Agreement Lots would be on the basis of the most economically advantageous offer based upon price and quality, with 60% of weighted marks allocated to price on a formula driven

proportionately marked basis, and 40% against quality assessed through a scored evaluation of proposals outlined in the Method Statement provided with tender documents. This would give consideration to the Quality requirements with the following weightings:

Quality Management	10% (of the available marks for Quality)
Information Systems	4%
Proposed business models	5%
Safeguarding/ Child Protection	6%
Equalities	5%
Meeting the needs of Carers	5%
Partnership	5%

Evaluation process

- 3.10 The tender evaluation was carried out by a panel of officers from Adult Social Services and Children and Families. Also in attendance were Senior Category Managers from the Legal and Procurement Department.
- 3.11 All tenders had to be submitted no later than 25 June 2012. Tenders were opened on 26 June 2012 and 17 valid tenders were received; 3 organisations of the 20 shortlisted chose not to submit a bid. Sufficient hard and electronic copies of each tender were available for each member of the evaluation panel. The method statements were divided into categories that were specific to either Adult Social Services or Children and Families or non-specific. Individual statements were apportioned between members of the evaluation team dependent upon each officer's core expertise whether this was as a commissioner or a procurement specialist, with each question marked by two officers to eliminate bias. Further to this, awarded scores that failed a provider or were more than 1 mark apart were considered within a moderation exercise where officers cross checked and agreed the final score. This ensured that average scores were not influenced by disparate marks from any member of the evaluation panel. Members of the panel awarded scores of 0-4 depending upon the quality of the statements tenderers provided for method statements. The definition of awarded scores is as follows in Table 1:

Table 1.

Assessment	Score
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Assessment	Score
Deficient – Response to the question (or an implicit requirement) significantly deficient or no response received.	0
Limited – Limited information provided, or a response that is inadequate or only partially addresses the question.	1
Acceptable – An acceptable response submitted in terms of the level of detail, accuracy and relevance.	2
Comprehensive – A comprehensive response submitted in terms of detail and relevance.	3
Superior – As Comprehensive, but to a significantly better degree.	4

- 3.12 The above marks for each method statement were then applied to the relative weightings outlined in paragraph 3.9 above to give a score which when compiled gave an overall score for each provider for Quality.
- 3.13 As outlined in paragraph 3.9, tender prices represented 60% of the available marks against the 40% for quality. Prices were submitted by tenderers against 'scenarios' presented by the evaluation panel for each 'Lot' of the Framework. The scenarios represented a compilation of individual prices for types of service delivery and challenged tenderers to ensure that pricing structures were proportionate and fair. The overall scores for prices were calculated by a formula that would award scores proportionate to the competitiveness of the price submitted by any given tenderer.
- 3.14 The Instructions to Tenderers, (ITT) advised that all questions in the tender documents must be answered and supporting documentation, where required, must be evidenced and if not provided could result in an application not being considered. Where, for example, a tenderer considers that it need not answer a question the reason for not doing so should be clearly stated and an explanation provided. The evaluation panel carried out a preliminary compliance review to ensure that the full evaluation was only carried out on complaint tenders. Further to minor clarification of identified omissions in the original submissions, the panel were able to fully evaluate all 17 submitted tenders.
- 3.15 Having completed the evaluation of the quality based method statements, the evaluation panel met on 18 July to confirm final tender scores for all bids received. Of these it was considered that two of the

submissions were not of sufficient quality as required by the tender evaluation methodology and were rejected. Details are outlined in Appendix 1. Appendix 2 of this report outlines all scores and rankings within the individual Lots. As required by the evaluation methodology, the top 8 ranked bidders per Lot meeting the requirements shall be appointed to the Framework Agreement. In the event that there are less than 8 suppliers meeting the requirement, then that number has been recommended for appointment onto the Framework Agreement. The listed providers per Lot in order of priority are listed below in Table 2.

Table 2.

No	LOT 1 – Provider List	No	LOT 2 – Provider List
1.	Standard Nursing Agency and Care Services Ltd	1.	Standard Nursing Agency and Care Services Ltd
2.	K.T.'s Care Angels Ltd. (Carewatch Brent)	2.	K.T.'s Care Angels Ltd. (Carewatch Brent)
3.	Supreme Company & Sons Ltd	3.	Personnel Care Bank (PCB)
4.	Personnel Care Bank (PCB)	4.	Supreme Company and Sons Ltd
5.	Oasis Care and Training Agency	5.	Oasis Care and Training Agency
6.	Hillingdon Crossroads Caring for Carers	6.	Hillingdon Crossroads Caring for Carers
7.	Harrow Mencap	7.	Harrow Mencap
No	LOT 3 – Provider List	No	LOT 4 – Provider List
1.	Personnel Care Bank (PCB)	1.	Personnel Care Bank (PCB)
2.	Supreme Company & Sons Ltd	2.	Supreme Company & Sons Ltd.
3.	K.T.'s Care Angels Ltd. (Carewatch Brent)	3.	K.T.'s Care Angels Ltd. (Carewatch Brent)
4.	Hillingdon Crossroads Caring for Carers	4.	Priory Nursing Agency & Homecare Ltd.
		5.	Mears Care Ltd.
		6.	Allied Healthcare Group
		7.	St Luke's Hospice
		8.	Plan Care (Taylor Gordon & Co.)
No	LOT 5 – Provider List	No	LOT 6 – Provider List
1.	Standard Nursing Agency and Care Services Ltd	1.	Standard Nursing Agency and Care Services Ltd
2.	Oasis Care and Training Agency	2.	K.T.'s Care Angels Ltd. (Carewatch Brent)
3.	Supreme Company & Sons Ltd.	3.	Personnel Care Bank (PCB)
4.	Personnel Care Bank (PCB)	4.	Mears Care Ltd.
5.	K.T.'s Care Angels Ltd. (Carewatch Brent)	5.	Supreme Company & Sons Ltd.
6.	Enterprise Care & Support Ltd	6.	Plan Care (Taylor Gordon & Co.)
7.	Priory Nursing Agency & Homecare Ltd.	7.	Harrow Mencap
8.	Mears Care Ltd	8.	The Homecare Partnership
No	LOT 7 – Provider List		
1.	Standard Nursing Agency and Care Services Ltd		
2.	Oasis Care and Training Agency		
3.	Personnel Care Bank (PCB)		

4.	Supreme Company & Sons Ltd.	
5.	K.T.'s Care Angels Ltd. (Carewatch Brent)	
6.	Enterprise Care & Support Ltd	
7.	Priory Nursing Agency & Care Services Ltd.	
8.	Hillingdon Crossroads Caring for Carers	

3.17

- 3.17 It is anticipated that the Framework Agreement will commence on 22 October 2012 subject to the Council's observation of the requirements of the voluntary standstill period noted in paragraph 5.4 below.

4.0 Financial Implications

- 4.1 The Council's Contract Standing Orders state that Framework Agreement for supplies and services exceeding £500k or works Framework Agreement exceeding £1million shall be referred to the Executive for approval of the award of the contract.
- 4.2 The estimated value of contracts to be procured through this Framework Agreement is £747,000 pa for Adult Social Services and £500,000 for Children and Families with a possible spend of £5,000,000 on behalf of London borough of Brent only over the 4 year term of the framework.
- 4.3 A representative of Brent Financial Services assessed all financial accounts submitted as part of the pre-qualification process.
- 4.4 There is an Adult Social Services pooled budget arrangement in place until 31 March 2013 with NHS Brent, subject to finances being available. Details of the budget for this final year are listed below:

Adults Social Care

Financial year	LA contribution £	NHS Brent Contribution £	Pooled Budget £
2012/2013	£547,000	£200,000	£747,000

- 4.5 The estimated Children and Families annual budget provision for the new Short Break Services framework contract has been identified in section 4.2 above as £500,000. This will be met from existing budgets, but will be subject to change over the 4 year term of the contract. This may be as a result of reallocation of funds as a result of Direct Payments allowing service users to purchase their care provision direct, or funding reduction in order to achieve programmed savings.

- 4.6 Costs incurred in the contract process for professional advice, in particular legal. These will be funded from existing resources.

5.0 Legal Implications

- 5.1 The National Health Services Act 2006 (“NHS Act”) requires local authorities and NHS bodies to work together to improve health and social care and Section 75 of NHS Act provides for flexible funding and working arrangements to be established by agreement to facilitate this. This includes the establishment of pooled budgets and lead commissioning arrangements. The continuation of the pooled budget under the Section 75 Agreement is yet to be determined, in light of legislative changes to the commissioning of health services.
- 5.2 The estimated value of this Framework over its lifetime is higher than the EU threshold for Services. The provision of adult and children’s respite care and support services are classified as a Part B Service under the Public Framework Agreement Regulations 2006 (the “EU Regulations”) and as such are not subject to the full application (save that there must be a technical specification contained in the contract documents and on award of contract the Council must issue a Contract Award Notice in the OJEU). The award is subject to the Council’s own Standing Orders in respect of High Value Framework Agreement and Financial Regulations. As a result Executive approval is required for the award of the Framework.
- 5.3 Individual call-off Framework Agreement may be awarded, subject to Executive approval to appoint the recommended tenderers to the Framework, without the need for them to be separately advertised and procured through a full tender process. The Framework Agreement includes a prescriptive call-off protocol (“the Protocol”) that Officers must adhere too when calling off services under the Framework Agreement; the use of the Protocol will ensure fairness and transparency. Executive approval will only be required for High Value Framework Agreement called off under the Framework.
- 5.4 Although classified as Part B Services Contract, Officers have determined that the award of this Framework will be subject to a voluntary minimum 10 calendar day standstill period before the Framework can be awarded. Therefore subject to Executive approval, all tenderers will be issued with written notification of the award decision. A minimum 10 calendar day standstill period will then be observed before the Framework is concluded this period will begin the day after all Tenderers are sent notification of the award decision and additional debrief information will be provided to unsuccessful tenderers in accordance with the EU Regulations. The standstill period provides unsuccessful tenderers with an opportunity to challenge the

Council's award decision if such challenge is justifiable. However, if no such challenge or successful challenge is brought during the period, then as soon as possible after the standstill period ends, the successful tenderers will be issued with a letter of acceptance notifying them of appointment to the Framework and the commencement date.

- 5.5 Following award of the Framework Agreement, the Council will be required to publish a contract award notice in the Official Journal of the European Community within 48 days of award.
- 5.6 In procuring the Framework Agreement, Brent Council specifically named other West London Alliance member authorities that wished to be named in the advert, thereby permitting their use of the Framework Agreement once concluded. On award of the Framework, it is proposed that other public bodies identified in the contract advert will be able to access the adult and children's carer respite care and support services under the Framework Agreement. Such bodies will sign an access agreement with Brent Council requiring them to observe the terms of the Framework.

6.0 Diversity Implications

- 6.1 An Equalities Impact Assessment (EIA) has been undertaken in accordance with the Equality Act 2012. A copy of the EIA is attached as Appendix 3.

7.0 Staffing/Accommodation Implications (if appropriate)

- 7.1 This service is currently provided by a number of external providers and there are no implications for Council staff arising from retendering the contract. TUPE may apply to services being undertaken by existing providers that have been unsuccessful in being awarded onto the Framework Agreement. In these circumstances there will be a requirement for work to be transferred to a provider/s on the Framework Agreement. There is provision within the call-off protocol in the contract to ensure that providers on the framework can price for the service against TUPE information supplied by the incumbent.

8.0 Other Implications

- 8.1 There are no other known implications that may impact upon the award of this contract.

9.0 Background Papers

- 9.1 Report to Executive dated 13 February 2012 'Approval of the selection criteria for the procurement of a framework agreement for carers services (short break and respite) for the Adult Social Services and Children and Families departments'
- 9.2 ITT Evaluation Matrix for Quality and Price.

Contact Officers

Director of Adult Social Services, Alison Elliott
Director of Children and Families, Krutika Pau

Appendix 3.

Department: Children & Families and Adult Social Care	Person Responsible: Ravina Kotecha / Pauline Mason
Service Area: Commissioning	Timescale for Equality Impact Assessment :
Date:	Completion date:
Name of service/policy/procedure/project etc: Care at Home Framework Agreement	Is the service/policy/procedure/project etc: New <input checked="" type="checkbox"/> Old <input type="checkbox"/>
Predictive <input type="checkbox"/> Retrospective <input checked="" type="checkbox"/>	Adverse impact <input type="checkbox"/> Not found <input checked="" type="checkbox"/> Found <input type="checkbox"/> Service/policy/procedure/project etc, amended to stop or reduce adverse impact Yes <input type="checkbox"/> No <input type="checkbox"/>
Is there likely to be a differential impact on any group? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Please state below:
1. Grounds of race: Ethnicity, nationality or national origin e.g. people of different ethnic backgrounds including Gypsies and Travellers and Refugees/ Asylum Seekers <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	2. Grounds of gender: Sex, marital status, transgendered people and people with caring responsibilities <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3. Grounds of disability: Physical or sensory impairment, mental disability or learning disability <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	4. Grounds of faith or belief: Religion/faith including people who do not have a religion <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
5. Grounds of sexual orientation: Lesbian, Gay and bisexual <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	6. Grounds of age: Older people, children and young People <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Consultation conducted	

Yes <input type="checkbox"/> No	
Person responsible for arranging the review: N/A	Person responsible for publishing results of Equality Impact Assessment: N/A
Person responsible for monitoring: Adult Social Care [to be confirmed] Children & Families: Ravina Kotecha	Date results due to be published and where: N/A
Signed:	Date:

Please note that you must complete this form if you are undertaking a formal Impact Needs/Requirement Assessment. You may also wish to use this form for guidance to undertake an initial assessment, please indicate.

1. What is the service/policy/procedure/project etc to be assessed?

Framework Arrangement for Care at Home Services for carers

2. Briefly describe the aim of the service/policy etc? What needs or duties is it designed to meet? How does it differ from any existing services/ policies etc in this area

The Council has duties under legislation (Carers Recognition and Services) Act 1995, Carers and Disabled Children Act 2000 & Carers (Equal Opportunities) Act 2004) to assess the needs of carers providing substantial and regular care and has powers to provide support and services to meet eligible needs.

In order to review these needs and achieve improved efficiencies, deliver respite and support services that provide better value for money, Executive approval was sought to develop a Joint framework agreement with the intention of Adult, Children and Families Departments and NHS Brent/GP Clinical Commissioning Group being able to call off from the framework.

A framework agreement is an agreement for a set number of years (maximum 4 years) under which specific Framework Agreement for particular services can be 'called-off' at any time within the period. There can be a number of approved suppliers under a framework agreement the council could contract with to procure carer services.

The benefits of developing a joint framework agreement will allow the council to access a wider range of providers delivering carer support; joint spend will attract a higher number of potential providers offer more competitive rates and reduce costs in tendering process.

3. Are the aims consistent with the council's Comprehensive Equality Policy?

Yes, implementing the proposed changes to carers services will have a positive impact on all carers and service users (the cared for). The aim is to make services seamless and consistent for all carers in Brent, and to ensure that carers/service users experience a similar journey throughout the system.

4. Is there any evidence to suggest that this could affect some groups of people? Is there an adverse impact around race/gender/disability/faith/sexual orientation/health etc? What are the reasons for this adverse impact?

No adverse impacts have been identified for any groups as the proposed change to the way that carers respite services are commissioned/procured is intended to improve access to services for all carers regardless of race/gender/disability/faith/sexual orientation/health.

The new framework will ensure that carers and service users (the cared for) will experience a more consistent service provision, including a seamless transition from childhood through to adulthood. There will also be better monitoring of provision through the contractual arrangements ensuring that the needs of carers/service users are met.

5. Please describe the evidence you have used to make your judgement. What existing data for example (qualitative or quantitative) have you used to form your judgement? Please supply us with the evidence you used to make your judgement separately (by race, gender and disability etc).

The revised arrangements for commissioning/procurement have been put in place to ensure that the local authority is compliant with the relevant responsibilities under procurement legislation.

6. Are there any unmet needs/requirements that can be identified that affect specific groups? (Please refer to provisions of the Disability Discrimination Act and the regulations on sexual orientation and faith, Age regulations/legislation if applicable)

None identified

7. Have you consulted externally as part of your assessment? Who have you consulted with? What methods did you use? What have you done with the results i.e. how do you intend to use the information gathered as part of the consultation?

No external consultation has been carried out on this.

8. Have you published the results of the consultation, if so where?

N/A

9. Is there a public concern (in the media etc) that this function or policy is being operated in a discriminatory manner?

No

10. If in your judgement, the proposed service/policy etc does have an adverse impact, can that impact be justified? You need to think about whether the proposed service/policy etc will have a positive or negative effect on the promotion of equality of opportunity, if it will help eliminate discrimination in any way, or encourage or hinder community relations.

The change in service provision will offer a consistent service provision and an equitable service to carers/service users (the cared for).

An adverse impact may be felt by some carers who are currently receiving services from providers who have not been awarded a contract under the framework agreement. Plans are in place to support these carers and offer the following:

- Direct payment for them to continue receiving the support from their current provider
- A phased transition from the current provider to any new provider
- Consideration will be given to the needs of the carer/service user when allocating a new provider

11. If the impact cannot be justified, how do you intend to deal with it?

N/A

12. What can be done to improve access to/take up of services?

The service is commissioned to allow referrals to be made directly by the local authority where the local authority has a responsibility to ensure respite for the carer. The new framework will allow access/take up of the service in a more consistent manner and will ensure that the service is continually monitored and therefore improved to offer an effective, efficient and valued service.

13. What is the justification for taking these measures?

The changes to the commissioning of the service have been driven by the current contractual arrangements within the children & families and adult social care departments and bring these in line with the relevant procurement legislation.

14. Please provide us with separate evidence of how you intend to monitor in the future. Please give the name of the person who will be responsible for this on the front page.

Monitoring templates/arrangements are currently being developed. These will be shared once finalised. However it is intended that monitoring arrangements will be as follows:

Frequency of monitoring meetings: Quarterly

Data to be collated by service provider:

The provider will be required to collate the following information (this is indicative only and is not exhaustive):

- Direct/indirect activity, with breakdown by:
 - Ethnicity / Faith
 - Age
 - Gender
 - Disability
- Number of carers who have benefited from the service, with details of outcomes achieved
- Number of families from hard to reach groups supported
- Referrals
- Feedback from service users (including details of any complaints/compliments)

In addition, both departments are currently looking into how carers/service users can be more involved with the monitoring process.

Where necessary, site visits will also take place to review any staffing data requirements (e.g CRB checks, training and CPD)

15. What are your recommendations based on the conclusions and comments of this assessment?

The development of the framework agreement ensures that a fair and transparent process has been used to provide respite services to carers/service users (the cared for). This will also ensure a consistent and efficient service provision for all carers/service users which will be regularly monitored and reviewed.

No adverse impacts have been identified.

Should you:

1. Take any immediate action?
2. Develop equality objectives and targets based on the conclusions?
3. Carry out further research?

16. If equality objectives and targets need to be developed, please list them here.

N/A

17. What will your resource allocation for action comprise of?

N/A

If you need more space for any of your answers please continue on a separate sheet

Signed by the manager undertaking the assessment:

Full name (in capitals please): RAVINA KOTECHA

Date: 14/8/12

Service Area and position in the council:


COMMISSIONING MANAGER, CHILDREN'S COMMISSIONING, CHILDREN & FAMILIES DEPARTMENT

Details of others involved in the assessment - auditing team/peer review:

PAULINE MASON, INTEGRATED COMMISSIONER, ADULT SOCIAL CARE

STEVEN FORBES, HEAD OF INTEGRATED COMMISSIONING, ADULT SOCIAL CARE

Once you have completed this form, please take a copy and send it to: **The Corporate Diversity Team, Room 5 Brent Town Hall, Forty Lane, Wembley, Middlesex HA9 9HD**

	<p style="text-align: center;">Executive 19 September 2012</p> <p style="text-align: center;">Report from the Director of Children and Families</p>
<p style="text-align: right;">Wards Affected: ALL</p>	
<p>Brent Local Safeguarding Children Board Annual Report 2011-12</p>	

1.0 Summary

- 1.1 The purpose of this report is to present the Brent Local Safeguarding Children Board (LSCB) Annual Report to Members attached as an Appendix.

2.0 Recommendations

- 2.1 That the Executive note the contents of the LSCB Annual Report for 2011-12

3.0 Detail

- 3.1 Local Safeguarding Children Boards were established in response to the Children Act 2004 and built on the work of the Area Child Protection Committees which preceded them. The Act placed a requirement on partners to co-operate in discharging their responsibilities to safeguard the needs of children and promote their welfare. The primary purpose of the Board is to ensure that partners work together to meet those duties. "Working Together" further defines the role of the LSCB as, "the key statutory mechanism for agreeing how the relevant organisations ...will cooperate to safeguard and promote the welfare of children...and ensuring the effectiveness of what they do." There are 31 members on the Brent LSCB, representing 17 key agencies. A full list of members is contained within the enclosed LSCB Annual Report.
- 3.2 LSCBs have been required (Apprenticeships, Skills, Children and Learning Act 2009) to publish an annual report since 1 April 2011. This is the second such report of the Brent LSCB. The report is a summary of the key activities and priorities of the Board and identifies progress against the actions outlined in the board's Business Plan between April 2011 and March 2012.
- 3.3 Professor Munro, in her review of social work in 2010/11, recommended that the legislation is amended to require the Annual Report to be submitted to the Chief Executive and Leader of the Council, to the local Police and Crime

Commissioner and the Chair of the Health and Wellbeing Board. The Government is intending to amend the legislation to support this proposal. In the interim, and in order to promote good practice, the Brent LSCB Annual Report is being presented to the Council's Executive, to the Brent Children's Partnership Executive and the Health & Well Being Board..

- 3.4 The report covers the first year (2011-2012) of a two year Business Plan. All LSCB's are required to have an independent Chair and the previous chair of the Brent LSCB, stepped down on 1st May 2012 and the new chair (Chris Spencer) is currently developing a new thematic Business Plan. The proposed themes which have been agreed with all partners are:
- Quality audit and outcomes
 - Supporting vulnerable groups
 - Promoting the voice of the child
 - Developing a learning culture
 - Communication and visibility
 - Governance and accountability and business processes
- 3.5 The new Business Plan will highlight a range of additional areas that have emerged through recent inspections, service reviews and national developments as warranting scrutiny. They include and build on the themes identified above.
- 3.6 An increased focus on auditing and quality assurance of social care cases has been recognised and this links with the increasing focus of Ofsted inspections on the "child's journey" and the quality of support provided throughout that journey. This also reflects the increasing expectations that inspectors have around the quality of service being delivered to children. This increasing focus on the improved and identifiable outcomes for children is an area where the LSCB will be increasingly working with partners over the coming year. This will link with the expectation that local authorities have robust early help service in place.
- 3.7 There has been national interest looking at a range of vulnerable groups, the most recent being those children who are at risk of sexual exploitation, especially those placed in residential care.
- 3.8 There are expectations that all agencies work more closely with service users (children and their families) to ensure that their views are captured but also that they effectively inform service developments and improvements. Agencies will be expected to be able to provide evidence to support this and the LSCB will be working alongside them to ensure there is a robust evidence trail available.
- 3.9 Ensuring that staff in the respective agencies have the appropriate skills to work with children and families and to make a difference is key, especially in the context of the changing focus arising from the Munro review. Staff at all levels also need to be enabled to learn the lessons from Serious Case Reviews, best practice and evidence based practice.
- 3.10 The LSCB is committed to raising its visibility with all key partners as well as the community that it serves. This will involve the board in a two way process which also involves making improvements in how it hears the views of families

and the community. Recently two lay members have joined the Board which has made immediate improvements in this area.

- 3.11 Finally the board recognises that to achieve all of the above, it must have sound governance and business systems in place. This includes ensuring that there is full participation in the work of the board at all levels and across all organisations.
- 3.12 It is important that Members understand the key priorities and risks in relation to children's safeguarding, some of which are spelt out in the LSCB Annual Report. This will allow them to be better informed of the increasing expectations in this area and better able to address concerns when they arise.

4.0 Financial Implications

Sufficient budget exists within Children and Families (some of which is contributed by partner agencies) to meet the commitments set out in the plan.

5.0 Legal Implications

There are no legal implications contained within this report.

6.0 Diversity Implications

There are no diversity implications contained within this report.

7.0 Staffing/Accommodation Implications (if appropriate)

There are no accommodation issues contained within this report.

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KRUTIKA PAU
DIRECTOR OF CHILDREN AND FAMILIES



BRENT LOCAL SAFEGUARDING CHILDREN BOARD

Annual Report

Addressing the progress of the Business Plan 2011-13 covering the period

2011-12

CONTENTS

- 1. Introduction to Brent LSCB Annual Report**
- 2. Context**
- 3. Terms of Reference**
- 4. Governance and Accountability arrangements**
- 5. The LSCB Business Plan**
- 6. Progress on Priorities 2011-12**
- 7. Attendance at the Board and attendance and activities of the sub groups**
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- 9. The Ofsted Safeguarding and Looked After Children Inspection**
- 10. Relationship with Brent Children's Partnership**
- 11. Future Challenges**

1. INTRODUCTION

- 1.1** This report is produced by Brent Local Safeguarding Children Board (LSCB) in accordance with The Apprenticeships Skills, Children and Learning Act 2009 which requires the LSCB to produce and publish an annual report on the effectiveness of safeguarding in the local area.
- 1.2** The Brent LSCB Business plan spans the period 2011-13, this annual report addresses progress from the period 2011-12 and so needs to be seen as work in progress rather than a completed project.
- 1.3** This report will cover the extent to which the functions of the LSCB as set out in "Working Together 2010 "are being effectively discharged. The report will include:
- Governance and Accountability of the Board
 - Progress in relation to the priorities 2011-12.
 - Attendance and activities of the sub groups of the Board
 - Monitoring & Evaluation/Quality Assurance Activity
 - The relationship with Brent Children's Partnership
 - Future challenges

2. CONTEXT

- 2.1** Under the requirements of the Children Act 2004, the LSCB is the key statutory mechanism for agreeing how the relevant organisations in Brent will co-operate to safeguard and promote the welfare of children in its locality.
- 2.2** The core objectives of the LSCB are to:
- Co-ordinate what is done by each person or body represented on the Board to safeguard and promote the welfare of children in Brent, and
 - Ensure the effectiveness of what is done by each such person or body for those purposes (s14(1) Children Act 2004)
- 2.3** The LSCB and its sub-groups & task groups have been established in accordance with the guidance issued in "Working Together 2010". Coordinating work to ensure children are properly protected from harm remains the core function of the LSCB.
- 2.4** The Annual Report draws upon information provided in the LSCB Business Plan, from the chairs of the Sub groups and the Children with Disabilities Champion and the Ofsted Safeguarding and Looked After Children Inspection letter.

3. TERMS OF REFERENCE

- 1.** To monitor the effectiveness of organisations implementation of their duties under section 11 of the Children Act 2004.
- 2.** To ensure that information is available to children to know who they can contact when they have concerns about their own safety and welfare
- 3.** To develop policies and procedures for safeguarding and promoting the welfare of children in the area of Brent.
- 4.** To develop and implement strategies to safeguard and promote the welfare of children who are potentially more vulnerable than the general population, for example children living away from home, children who have run away from home, or children with disabilities.
- 5.** To ensure that systems are in place to identify and support the safety and welfare of children who are privately fostered.
- 6.** To develop and implement a training strategy to meet the training needs of staff across all agencies to work effectively together to safeguard and promote the welfare of child who may be at risk of significant harm.
- 7.** To develop standards for the recruitment and supervision of persons who work with children and monitor their implementation and compliance, informed by the findings of the Bichard Report.
- 8.** To ensure that systems are in place for all agencies for the investigation of allegations of breaches of safeguarding practices concerning persons working with children and monitor compliance with the procedures.
- 9.** To establish means of communication with the communities in the London Borough of Brent to ensure that issues of safeguarding are understood by all communities and to provide the opportunity for those communities' issues to be addressed by the LSCB.
- 10.** To monitor and evaluate the effectiveness of what is done by the Local Authority and board partners individually and collectively to safeguard and promote the welfare of children and advise them on ways to improve.
- 11.** To participate in the local planning and commissioning of children's services to ensure that they take safeguarding and promoting the welfare of children into account.
- 12.** To undertake serious cases reviews as required by chapter 8 of Working Together to Safeguard Children.
- 13.** To develop and analyse performance indicators relevant to safeguarding children in Brent.
- 14.** To agree the reporting of management information from agencies to provide an overview of safeguarding activity within the area of the Safeguarding Children Board.

15. To implement child death review Committee to review all deaths in Brent and to contribute to others where appropriate.
16. To ensure that an early intervention strategy is in place and the provision of early intervention services will be monitored and challenged where appropriate

4. GOVERNANCE AND ACCOUNTABILITY

- 4.1 The Chair of the Board : Working Together to Safeguard Children 2010 states the Chair of the LSCB is required to be someone independent of the local agencies to ensure independence with regards to the challenge function of the Board. The Chair is required to be someone of sufficient standing and expertise to command the respect and support of all partners. Brent LSCB has had an independent chair, Donald McPhail since 2006 and Brent LSCB continues to be compliant with this requirement, however the current Chair will be stepping down and a new Chair has been appointed. Donald will remain in post until the new Chair takes over.
- 4.2 Membership of the Board: Organisations are as far as possible, required to designate particular named people as their representatives so that there is consistency and continuity in the membership of the Board.

Members should be able to:

- Speak for their organisation with authority
 - Commit their organisation on policy and practice matters and
 - Hold their organisation to account
- 4.3 There is an agreed role description for all Board members, recognizing that some members do not represent their agencies but represent professions or sectors .The Board is in the process of recruiting lay members to the Board as required by the Apprenticeships, Skills Children and Learning Act 2009 with interviews planned for April 2012.

5. BRENT LSCB BUSINESS PLAN 2011-2013

- 5.1 The work of the Board is outlined by the Brent Local Safeguarding Children Board's (LSCB) business plan; this covers the period 2011-2013 and is refreshed in 2012.
- 5.2 The current plan contains twenty six priorities all of which have been actioned but many priorities are work in progress rather than completed pieces of work as previously discussed.
- 5.3 The revision of the business plan will be undertaken through a review of performance, a multi-agency planning day and by discussion at the newly created Executive committee of the Board. The date for this meeting will be May 23rd. The initial plan was ratified by the LSCB on 14th December 2010

6. PRIORITIES & PROGRESS 2011/12

Key for RAG (Red, Amber, Green) rating

Red: not achieved	Amber: partially achieved	Green: fully achieved
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Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
To provide guidance on the early identification and management of Neglect.	Children in Brent who may be living in neglectful circumstances will receive a service that is guided by an evidence based tool. Help will be timely; child focused and results in improvements in the child's life.	<p>The Monitoring & Evaluation group commissioned an audit looking at the management of Neglect in Brent. As a direct result of this audit the following work was undertaken:</p> <ul style="list-style-type: none"> A task group was set up and has developed a local toolkit assisting professionals to support their understanding and assessment of the quality of care provided by a family. The toolkit will be piloted in September with a view to rolling out across the borough from May 2013 .The LSCB Annual Safeguarding Conference to raise awareness of the subject of Neglect in Brent took place on 27th January 2012 and the toolkit was trialled during the conference with a view to a multi agency focus group fine tuning the model on 18.4.20102 Training has been commissioned to roll out the model through briefings for managers and for usage of the model for multi agency staff. An e 	Amber

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
		<p>Learning package will be developed once the toolkit has been signed off. A target of May 2012 has been set for development, to provide blended learning opportunities and broaden the reach of the training. The pilot launch is planned for September 2012 with the tool being trialled in three children's centre in Kilburn to optimise effective early intervention for children and their families.</p>	Amber
<p>To ensure that the strategy on "Violence against Women and Girls" achieves the safeguarding needs of children.</p>	<p>Children and young people in households where there is intimate partner violence receive a service that is informed by their safeguarding needs</p> <p>Appropriate policies and procedures are in place for staff to take appropriate actions where children and young people are experiencing Domestic Violence, Honour Based Violence (HBV), Sexual Exploitation, Female Genital Mutilation(FGM) and Trafficking</p>	<p>This priority is complex and multi faceted and will be addressed further in the refreshed Business Plan. It is proposed that this should be addressed collaboratively with the Brent Community Safety Unit.</p> <ul style="list-style-type: none"> • Since December 2011 Community Safety has had representation on the Board which will assist to progress this work. • London Safeguarding Children Board multi agency procedures are available through the Brent LSCB websites on Domestic Violence, Sexual Exploitation and Trafficking to inform staff what actions should be taken • A task group has been set up with regards to Sexual Exploitation in February 2012 however this is an embryonic group and has only met once to date. 	Amber

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
		<ul style="list-style-type: none"> The Board is represented on the Brent Domestic Violence forum and was involved in the recent conference addressing Domestic Violence and gangs A Domestic Abuse Task group has been set up to ensure appropriately targeted intervention ensuring collaboration rather than duplication in working with families touched by domestic violence and abuse A specialist Independent Domestic Violence Advocate (IDVA) has been appointed to work with women who are survivors of domestic abuse who have children Specialist training has been provided for Social Care social workers through the West London Alliance 	
To scope the links with the voluntary sector.	<p>Voluntary, community and faith groups in Brent are informed of the role of the LSCB</p> <p>Representatives of the V<C & Faith sector contribute to the work of the board</p>	Brent CSV ceased to exist in its previous form in December 2010 and the newly appointed CEO of the revitalised Council for Voluntary services (CVS) will start in May 2012 and will be joining the LSCB. A new organisation Brent BASIS ¹ has also emerged to empower and	

¹ (Big lottery funded Building And Sustaining Infrastructure Services project)

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
	<p>Children and Young people receiving services from these groups, will be protected from harm through staff or volunteers following appropriate child protection procedures and signposted to relevant services if they suffer harm from other care givers.</p> <p>.</p>	<p>train local voluntary and community organisations with a view to developing community based services in September 2011.</p> <ul style="list-style-type: none"> • The LSCB Development Manager attended the first Community Safeguarding event run by BASIS on 30.1.2012 to raise awareness of the Board and safeguarding requirements for community groups with regards to children and young people. 60 groups were represented. • A community seminar led by the Victoria Climbié Foundation (VCF) was held on 20.10.2011 to promote safeguarding and assist the LSCB in setting up a Community and Faith Reference Group. Subject to discussions with the newly appointed Lay Members and the CEO of the newly reconstituted CVS in Brent, the first meeting is likely to be held in July 2012. • Links have also been made with the Neighbourhood Watch Network. • The appointment of the Board lay members should enhance the links across communities and interviews are planned in May. Lay Members will take a significant role in work 	<p>Amber</p>

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
		with the Brent Faith and community groups	
The implementation of Vetting & Barring.	Professionals and volunteers working with children will be appropriately vetted to promote more effective safeguarding.	<ul style="list-style-type: none"> A Government commissioned independent review of the Criminal Records Regime (CRR) which encompasses Vetting and Barring has taken place. This review proposes that a Disclosure and Barring Service (DBS) will be formed covering the functions which were previously undertaken by the Independent Safeguarding Authority (ISA). The recommendations from this review are still to be addressed by the Government and further clarity is required before the LSCB can move forward with ensuring arrangements are put in place. Within Social Care there has been additional work undertaken to ensure employment checks are robustly followed specifically with regards to CRB's being in place. 	Unable to rate as process not yet agreed at Government level

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
<p>To ensure that children are appropriately safeguarded who are affected by Domestic Abuse.</p>	<p>The Board continues to make effective challenges to BCP with regards to promoting the safeguarding of children and young people affected by Domestic Abuse.</p> <p>Professionals and volunteers have appropriate tools and skills to identify, intervene, manage and protect children and young people affected by Domestic Abuse</p>	<ul style="list-style-type: none"> • The Board issued a successful challenge to Brent Children's Partnership to ensure funding for the MARAC² was sustained. • The IDVA³ service run through Advance has had its contract extended for a year. • There will be an IDVA to work specifically with women with children • Munro funding will be allocated to develop a range of resources and toolkits to support multi-agency professional practice. • Brent LSCB is one of 22 LSCB's involved in a collaborative bid through European Union funding to buy in an enhanced package addressing direct work, training and other initiatives to safeguard those affected by domestic abuse. 	<p>Amber</p>

² Multi-Agency Risk Assessment Conference

³ Independent Domestic Violence Advocate

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
To ensure full representation at Pre-Birth Conferences.	There is appropriate attendance at pre – birth conferences where there are child protection concerns.	<ul style="list-style-type: none"> An audit of Pre-Birth Conference attendance was undertaken and a protocol developed. There has been significant progress in attendance of Pre-Birth Conference, with year on year improvement. 	Green
To improve the transition of Children with Disabilities (CwD) into Adults Services.	There is a seamless transition for Children with Disabilities to Adult services and their safeguarding requirements are not compromised.	<ul style="list-style-type: none"> The service for children 14 plus is now located in Adult services. The Board now has a Child with Disabilities Champion who proactively advocates for Children with Disabilities bringing developing initiatives to the Board to monitor and evaluate. The Board is currently monitoring the Brent Council initiative provide a seamless service for children with disabilities from 0-13. This project will include the development of; <ul style="list-style-type: none"> Improved planning for individual children Better commissioning A smoother handover to the Adult Services Transitions Team Enhanced partnership working Progress will be monitored by the Board through the Children with Disabilities feedback as a standing item. 	Green

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
<p>To enhance the links with Adult Services</p>	<p>Children and young people are protected as a result of effective communication and information sharing between Adult and Children's Service.</p>	<ul style="list-style-type: none"> Adults Services are represented on the Board and the Board has representation on the Safeguarding Adults Board to enhance communication. Co-working will take place on shared themes such as information sharing and communication. The audit undertaken to review the interface of Adults and Children's services with regards to Child Protection in 2010 will be revisited as part of the refreshed Business Plan. Multi-agency protocols have been developed on working with Substance Misuse and Mental Health and presented to the Board in February 2012. Further protocols will be developed. A draft information sharing protocol is being considered by the Adults Safeguarding Board on 27.4 which could be adapted for the LSCB 	<p>Amber</p>

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
To ensure the LSCB is apprised of workforce capacity to meet the demand for services to safeguard children and young people.	Appropriate challenges are made if workforce capacity falls below requirements to meet the safeguarding needs of children and young people.	<ul style="list-style-type: none"> Workforce Capacity is reported to the Board as a standing item at each meeting. A new data set is proposed for the Board which will be informed by the Government guidance with regards to Safeguarding Indicators. Consultation ended on 15th April and formal guidance is due imminently. 	Amber
To ensure appropriate safeguarding arrangements are in place where young people are involved in Risk Taking Behaviour.	The Board is aware of the trends with regards to Risk Taking Behaviour of young people and influences the development of appropriate services and arrangements to safeguard those vulnerable groups of children and Young People.	<ul style="list-style-type: none"> An audit has been undertaken considering children who abuse other children and an action plan developed to address the recommendations of this audit. This action plan will be monitored through a refreshed Monitoring and Evaluation Group who will monitor the actions of all subsequent audits addressing risk taking behaviour. The Missing Children Risks and Needs (RAN) group have developed processes to ensure that reporting mechanisms for children missing from care have improved and there is improved reporting from Independent Fostering Agencies (IFA) and private Care homes reported by Police and Social Care. Further work needs to be done with children missing from home and education and the refreshed RAN group will begin to address 	Amber

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
		this on 8 th May 2012. Data with regards to children missing from home, care or education will be reviewed and any trends identified. This will be reported back to the Board on a quarterly basis to get a clearer sense of what risk taking behaviour is taking place and what groups of young people are involved. This data will be monitored as part of the SLAC action plan.	

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
To ensure that the work of the Board is informed by the voices of children and young people.	Children and young people have a direct input into the work of the Board either actually or virtually.	<ul style="list-style-type: none"> Brent LSCB presented at the Brent Youth Conference on the 23rd November 2011 to raise awareness of the Board, its role and function. A survey was conducted with the attendees to establish what young people's top 5 safety concerns are and a virtual reference group has been formed. This group will be further broadened and developed in consultation with schools. The Brent SLAC action plan⁴ produced in January 2012 requires that the views of children, young people, parents and carers inform service improvement. The LSCB will scrutinise the outcomes of feedback and complaints to ensure actions are taken to improve services. Reports will be presented through the Brent Complaints section. 	Amber
To ensure that audits requested by the LSCB are presented to the Board, recommendations agreed and actions	That actions to protect children and young people recommended by LSCB audits are followed through and reported back to evaluate the difference made.	<ul style="list-style-type: none"> The Monitoring and Evaluation group has refreshed the Terms of Reference to review and monitor all action plans that emerge from audits. A revised Brent LSCB dataset is being developed that will be interrogated by this 	Amber

⁴ Safeguarding and Looked After Children action plan (Ofsted Inspection)

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
implemented and evaluated		group to identify emerging themes and areas to be addressed through future audits and initiatives. Government guidance is awaited with regards to safeguarding indicators which will inform what needs to be presented. This revised dataset will be presented to the Board on a quarterly basis.	
The LSCB to be informed of the initiatives taken by agencies to implement the Respect (Anti-radicalisation) agenda.	That the Board can support and promote strategies undertaken to safeguard children and young people at risk of being radicalised.	<ul style="list-style-type: none"> This agenda is being led by the Brent Council Community Safety Unit and the Board will continue to be updated on the development & progress of initiatives by the Community Safety Board representative on a regular basis. 	Green
To ensure management information on safeguarding performance is regularly presented to the Board.	To ensure the Board is aware of multi agency performance, emerging trends or patterns with regards to safeguarding children and young people and can make appropriate recommendations/challenges to enhance safeguarding for children e.g Health assessments	<ul style="list-style-type: none"> The London Safeguarding Children Board has developed a London Dataset which offers a useful framework for data collection. There is a need for more focussed local data to be presented and work is being undertaken with all partners to ensure more appropriate data and analysis is presented to the Board on a quarterly basis. 	Amber

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
To produce and execute an implementation plan for all new policies that are developed by the LSCB	<p>That policies and procedures are available to staff and volunteers to inform what they need to do with regards to specific safeguarding issues pertaining to children, e.g. Escalation policy where there are disputes with regards to safeguarding actions to protect children and young people.</p>	<ul style="list-style-type: none"> • All new policies and protocols are now presented to the Board with a full implementation plan using a template that has been developed. • Several protocols have been approved by the Board this year including: <ul style="list-style-type: none"> • Supervision Order Policy • Substance Misuse Policy • Core group Policy • Brent LSCB has part of the development of several London initiatives including: <ul style="list-style-type: none"> • The London Culture & Faith Strategy, Practice guidance and Training toolkit • Olympics Training Programme • Section 11 guidance 	Green
To enhance links across the diverse communities in Brent in order to increase understanding of safeguarding.	<p>All agencies both statutory and voluntary have information available to inform what to do if they are concerned about a child so that all children and young people can be appropriately protected.</p> <p>Effective links are developed with the CVS, and BASIS to identify emerging groups to inform their understanding of</p>	<ul style="list-style-type: none"> • The LSCB commissioned the Victoria Climbié Foundation (VCF) to work with the communities in Brent and develop a LSCB Community Reference Group. • A well attended seminar for community and faith groups took place on the 20th October 2011 and awareness of safeguarding has been raised at the Multi Faith and BME 	Amber

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
	<p>safeguarding.</p> <p>The Community Reference Group is inclusive of all community groups to promote the welfare and safeguarding of children and young people.</p>	<p>forums with a view to the first reference group being held in June.</p> <ul style="list-style-type: none"> • Work has taken place with the Met Police and awareness has been raised with the Neighbourhood Watch Coordinators. The LSCB will be involved in an event to engage with Muslim Youth and further events will be taking place with other communities in partnership with the Met Police. • The LSCB was involved in a joint Adult and Children's Safeguarding event run by BASIS. • The appointment of the Board lay members will enhance the links across communities. Interviews will take place on 30.5 	
<p>To review the extent to which the Looked After Review planning addresses the safeguarding needs of children.</p>	<p>Looked After Children are appropriately protected and the Board ensures it monitors multi agency safeguarding of LAC effectively.</p>	<ul style="list-style-type: none"> • A Safeguarding for Looked After Children report was presented to the Board on the 7th February 2012. This report followed the Ofsted inspection SLAC and encompasses a series of measures to ensure there are robust policies are procedures are in place. The areas for improvement from the SLAC are being addressed through the Safeguarding Action Plan 2011-12 and this is being monitored by the Board. 	<p>Green</p>

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
<p>To ensure the LSCB is informed of the measures taken to promote the safeguarding of children with disabilities and their effectiveness.</p>	<p>Appropriate measures are in place to promote the safeguarding of children with disabilities and these are monitored through the Board.</p>	<ul style="list-style-type: none"> • The Board now has a Children with Disabilities Champion. • The Brent Children with Disabilities Service has been reorganised to ensure a more targeted service and is now located in Social Care. The Children with Disabilities Champion will report in to the Board on the progress and effectiveness of this reorganisation and will have an advocacy and challenge role. • The Board is monitoring the Brent Council initiative to provide a seamless service for children with disabilities from 0-13 through the Children with Disabilities Champion feedback as a standing agenda item. The first presentation was February 2012. • This project will include the development of; <ul style="list-style-type: none"> Improved planning for individual children Better commissioning A smoother handover to the Adult Services Transitions Team Enhanced partnership working 	<p>Amber</p>

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
To appropriately respond to new legislation.	That children and young people are effectively safeguarded as a result of all agencies on the Board being proactive in responding to new legislative requirements.	<ul style="list-style-type: none"> The strong links with the London Safeguarding Board ensures that the Board is informed of any new and emerging issues. The Board is planning the response to the Munro Report on Child Protection and has been proactive in joining with other Boards to attend a seminar headed by Dr Eileen Munro, to consider how LSCBs may be strengthened following the report in November 2011. "Working Together to Safeguard Children" is being revised and will be launched in Brent following its publication in 2012. 	Green
To develop LSCB Safeguarding standards for commissioning.	That all services commissioned for children and young people have robust safeguarding procedures and practices in place mapped against the LSCB commissioning standards.	<ul style="list-style-type: none"> The Board agreed a set of safeguarding standards to be included in all Brent commissioning contracts, these standards will now be used to monitor compliance and provide a basis for establishing that commissioned services are effective in safeguarding children. 	Green
To ensure the LSCB is apprised of the safeguarding	That the LSCB is proactive in promoting all initiatives with regards to safeguarding children and young people as a result of	<ul style="list-style-type: none"> The Board has representation on the London Safeguarding Children Board's Olympics Sub 	

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
implications of the Olympics for Brent and the actions taken to promote the safeguarding of children.	the Olympics.	<p>Group and is regularly apprised of all the London initiatives, implications and requirements.</p> <ul style="list-style-type: none"> The Brent Manager for the Olympics provides the Board with Brent specific updates. 	Green
To review the interface between Homicide Reviews and Serious Case Reviews.	That the safeguarding requirements of all children and young people involved in Domestic Homicide reviews are fully addressed.	<ul style="list-style-type: none"> A protocol has been produced to ensure that the appropriate actions are undertaken. As this is a new initiative there is little experience of conducting Domestic Homicide Reviews therefore the current systems will be reviewed. 	Amber
To take forward the recommendations by the Training/Learning & Development Training Needs Analysis (TNA).	That staff and volunteers working with children and young people have access to appropriate quality assured learning and development opportunities at the appropriate level to enhance the work they undertake with children and young people.	<ul style="list-style-type: none"> The recommendations of the TNA commissioned by the Board have been adopted. The Basic awareness course "Working Together Level 1" has been condensed to a half day programme to accommodate increased demand and the material used is based on the London Safeguarding Board approved material to allow for portability. 15 level 1 programme ran over the last year and 5 level 2 programmes took place. 	Green

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
		<ul style="list-style-type: none"> Work is being progressed to provide a multi-agency safeguarding eLearning package. This material is quality assured and there is a system in place to monitor and analyse eLearning usage across the partner agencies. This will be available from June through a Learning Pool initiative Multi agency forums have also been developed to address specific topics such as thresholds. 	
To ensure the implementation of info sharing protocols.	The Children and young people are protected by effective and appropriate information sharing	<ul style="list-style-type: none"> The Board has established that in the majority Information Sharing Protocols are being followed. Where it has been identified that this has not happened, actions have been taken to address this. The Board will continue to monitor through audits and the "Challenge and Support" process to address Section 11 requirements. The Adults Safeguarding Board is carrying out work on this which will also inform and enhance the work of the LSCB. 	Amber
The LSCB to be informed of the evaluation of the effectiveness of new CP conference	That the child protection processes in place are effectively evaluated and monitored to assure best practice with regards to child protection is developed.	<ul style="list-style-type: none"> The Board has received regular updates on the new CP conference process and the areas of development that have been identified will be addressed and reported back to the Board. 	Green

Priority	Desired Outcomes for Children and Young People	Progress	Red Amber Green Rating
process.			
To ensure that there is understanding of the different approaches to risk assessment across the agencies.	That there is clarity across agencies with regards to risk assessment models to assure that assessments undertaken with children and young people are collaborative, child centred and evidence informed.	<ul style="list-style-type: none"> A seminar looking at understanding risk assessment across agencies took place on the 21st October 2011. Material has been developed for Board members to ensure that the agencies have an understanding of this. 	Green

7. ATTENDANCE AT THE BOARD

7.1 The Board has met on 6 occasions during this financial year and had one development seminar of half a day.

Member	Attendance (%)
Chair	100%
Development Manager	84%
Business Support Officer	100%
CAFCASS	17%
Met Police: Public Protection	67%
Met Police: CAIT	100%
YOS	67%
Magistrate	100%
Substance Misuse Health Service	17%
Integrated Care Organisation, Board member since June 2011	80%
NHS BRENT	100%
Designated Nurse member since June 2011	100%
Designated Doctor	100%
Chair of Learning and Development Sub Group	84%
Central North West London Mental Health Trust	84%
North West London Hospital NHS Trust	67%
Community Safety member since December	0%
Director of Brent Children & Families	67%
Achievement and Inclusion: Children and Families	50%
Chair of Policies and Procedures Sub Group	84%
Early Years and Extended Services	33%
Children with Disabilities Champion	67%
Deputy Chair	67%
Chair of Monitoring and Evaluation & Esafety Sub Groups	67%
Connexions	33%
Adult Social Care Board member since June	60%
Housing	50%
Faith representative	84%
Primary Schools representative Board member since December 2011	100%
Secondary Schools & Academy's representative	84%

8 .ATTENDANCE AND ACTIVITIES OF SUB GROUPS

8.1 The frequency of sub groups meetings are decided by the Chairs of each group.

Attendance continues to be problematic and how often to meet, membership and operational style regularly forms part of the agenda. There has been a high level of cancellations which give cause for concern. The Serious Case Review subgroup schedules monthly meetings but if there are no active cases, meetings can be cancelled. Attendance identified in the tables below is based on groups that actually ran with details of cancellations.

8.2 Chairs Co-ordination meetings (Total of 6 meetings; 3 meetings took place, 3 cancelled)

The Chair's coordination group set the agenda for the Board; recent cancellations have resulted in this being taken forward by the Chair in consultation with the LSCB Development Manager.

Agency	Attendance (%)
LSCB Chair	100%
Deputy Chair	33%
Development Manager	100%
Business Support Officer	100%
Learning and Development Chair	33%
Policies and Procedures Chair	66%
Monitoring and Evaluation Chair	100%
ESafety Chair	100%
Safeguarding in Employment	100%
Child Death Overview Panel	0%
Children with Disabilities Champion, in place since Jan 2012	100%

8.2 Serious Case Review (SCR) sub group (Total of 10; meetings 5 meetings took place 5 cancelled)

The SCR sub group is chaired by the Independent Chair of the Board, Donald McPhail who ultimately makes the decision whether a SCR will be undertaken.

An SCR was initiated as a result of the tragic suicide of Child E in February of 2010. Actions resulting from the Overview Report (OR) have been monitored and signed off as complete by the Board. The Ofsted evaluation was rated "Good" overall.

The SCR currently being undertaken for Child F is integrating aspects of the systems model discussed in the Munro report. It is anticipated the completed SCR will be presented to the Board on the 3rd July.

Agency	Attendance (%)
Chair	100%
Development Manager	80%
Business Support Officer	80%
Deputy chair	60%
Social Care	100%
CNWLH	100%
Designated Doctor	100%
Designated Nurse	80%
CAIT	40%

8.3 Monitoring and Evaluation

The Monitoring and Evaluation group (M & E) is chaired by Anna Janes, Head of Policy and Performance. The M and E group has been revised and the membership has altered hence there is no table of attendance . There are refreshed terms of reference and the group will focus on;

- Data review
- Audits, current and proposed
- Monitoring of action plans emerging from audits
- Section 11

A series of audits have been undertaken, resulting from local, national issues or specific audits as a result of Serious Case Reviews.

These have addressed:

- Audit of multi-agency working following the issuing of a Police Power of Protection: Evaluating the outcomes for children who have been subject to Police Protection. This audit emerged out of the last business planning day considering appropriateness and was presented to and accepted by the Board in December 2011. The action plan will be monitored by the M and E sub committee.
- Neglect, emerging as a result of the increased number of children on child protection plans both nationally and locally as a result of neglect. This was presented to and accepted by the Board in February 2012. The action plan will be monitored by the M and E
- Strategy meetings: Emerging as a result of a recommendation from the SCR Overview report of Child E. this audit is on-going

- Children and Young People at Risk of Sexual Exploitation: emerging as a result of work from the Missing Children Risks and Needs group and national research and the Government Action Plan. This audit is being reviewed in view of emerging guidance from Barnardos and issues emerging from the initial research.

The group will lead with regards to the Section 11 audit process for single agencies which will enhance the overall monitoring function.

8.3 Policies and Procedures (Total of 5 meetings; 3 meetings taking place, 2 cancelled)

The Policies and Procedures (P & P) sub group is chaired by Jacquie Burke, Head of Safeguarding Children and Families. This sub group reviews procedures to ensure they are current and fit for purpose. . To date policies on Core groups and supervision have been produced and a Protocol with regards to, Substance Misuse. Much of the work of this group is now being taken forward by themed Task and Finish groups which contribute to broader work streams. Work had been done through stakeholder groups on Thresholds, Children Missing in Education and Domestic Violence.

Agency	Attendance (%)
Chair	100%
Development Manager	100%
Business Support Officer	100%
Children with Disabilities Champion	66%
Children and Families	66%
YOS	33%
Met Police: CAIT	66%
Met Police: Community Safety Unit	0%
Adult Social Care	0%
Designated Nurse	33%
Designated Doctor	66%
Strategic Coordinator	33%

8.4 Learning and Development (Total of 6 meetings; 4 meetings taking place, 2 cancelled)

This group is chaired by Sandy Youngson, Health Improvement Specialist- Substance Misuse, Alcohol, Sexual Health and Training.

15 Working Together 1 courses have been run and 5 level 2 programmes have taken place. The LSCB annual conference addressed neglect and was very well attended by 180 multi agency participants.

Recent funding through the CWDC has resulted in an exciting raft of training and learning opportunities being commissioned. This includes:

- A library of quality assured tools, either developed through the Board or commissioned from reputable trainers or organisations who are leaders in their field
- Research being undertaken to explore the viability of a UK Signs of Safety model
- A toolkit of resources to be launched to all agencies, identifying what is available and how the tools can be used
- Trainers to be commissioned to train on the proposed tools to multi agency groups
- The Learning and Development group and external partners will develop a mechanism for ensuring effective evaluation as part of the roll out of the programme
- Learningpool will be commissioned to take forward the LSCB eLearning site on Brent's Dynamic Learning Environment

Agency	Attendance (%)
Chair	100%
Development Manager	75%
Business Support Officer	50%
Named Nurse ICO	75%
Faith Representative	25%
CNWL	50%
NWLH	0%
CAIT	50%
Social Care	50%
Social Care (LADO) L.A.	25%
Early Years and Extended Services	50%
Schools HR	25%
Designated Nurse	75%

8.5 Esafety (2 meetings reconvened 6th February 2012)

The Esafety sub group has been reformed with changed Terms of Reference and a revised focus on promoting Esafety awareness, rather than a reliance on training being developed and delivered by the now deleted Esafety Coordinator post.

An initiative with Talk Talk, a telecommunications firm, has been brokered whereby parents can purchase packages with enhanced parent monitoring

facilities. Esafety training is also being delivered to parents at St Gregory's school by Talktalk as a result of this initiative. Consideration may then be given to rolling out the project to other schools subject to evaluation.

Agency	Attendance (%)
Chair	100%
Development Manager	50%
Business Support Officer	100%
Secondary School	100%
School Improvement Service, Achievement and Inclusion	100%
CAIT	0%
School Improvement Service Achievement and Inclusion 2 nd representative	50%
LAC Nurse ICO	100%

8.6 Safeguarding in Employment (Total of 5 meetings; 3 meetings took place 2 cancelled)

This group is chaired by Shereen Moussa Human Resources Manager for Schools. There continues to be problems with regards to attendance in this group. The initial task was to review the Recruitment and Selection Guidelines. The current, collaborative and complimentary document was produced through this process.

The proposal of having discrete Task and Finish groups to undertake emerging work may be a more effective way of managing the work and will be raised at the Business Planning day.

A new Local authority Designated Officer is now in place and significantly voluntary, private and statutory providers need to be aware of the role and their responsibilities with regards allegations against adults working with children. The promotion of the role of the LADO is a piece of work that needs to be addressed.

The Independent Review of the Criminal Records Regime has been taking place and the Government response has been published along side with the Protection of Freedoms bill. A briefing document will be sent out to the Board. Some areas remain under consideration but this information will impact on Safeguarding in Employment.

Work with the voluntary sector is being addressed by utilising material available from Safenetwork. Safenetwork, working collaboratively with the NSPCC, have produced standards available for the voluntary sector; including an audit tool to enable agencies to self assess to ensure they follow appropriate recruitment processes. These standards can also be used when commissioning to ensure that there are appropriate safeguarding measures in place alongside the LSCB standards.

It is proposed to put a good practice guide for schools on the LSCB website based on the work undertaken in Alpertons School with regards to Safeguarding in Employment. Alpertons achieved an "Outstanding" from OFSTED. The section 11 for

schools template being developed with the secondary and primary head Board representatives will compliment this guidance.

Agency	Attendance (%)
Chair	100%
Development Manager	100%
Business Support Officer	66%
NHS Brent	66%
NWLH	66%
LADO in post since Sept 2011	0%
Named Nurse ICO	0%

8.6 Child Death Overview Panel (CDOP) (5 meetings)

This sub group is chaired by Dr Sade Adenekan Consultant in Public Health. The deputy chair is the Designated Doctor for safeguarding children who presents the CDOP Annual Report. The CDOP has the responsibility of reviewing all child deaths to ascertain if the deaths were preventable. 38 deaths were notified of children resident in the Brent area at the time of their deaths. For the financial year, 41 deaths were reviewed; of those 31 were expected deaths from natural

Agency	Attendance (%)
NHS Brent-Chair	100%
NHS Brent Designated Nurse for safeguarding children	40%
NHS Brent Designated Doctor for safeguarding children	100%
CDOP co-ordinator	80%
NWLH	60%
CAIT	80%
Social Care	40%
FSID	100%

causes, 10 were unexpected deaths from natural causes

9 THE OFSTED INSPECTION OF SAFEGUARDING AND LOOKED AFTER CHILDREN (SLAC) SERVICES

9.1 This unannounced two week inspection took place from October 3rd to October 14th. The purpose of the inspection is "to evaluate the contribution made by the relevant services in the local area towards ensuring that children and young people are properly safeguarded and to determine the quality of service provision for looked after children and care leavers". On the whole services were judged to be adequate and the LSCB deemed to have an appropriate overview of safeguarding issues across the borough. SLAC action plans have been formulated by both social Care and Health which will be monitored by the Board.

- 9.5** The Board was seen to be proactive in promoting the welfare of looked after children by prioritising a specific issue within Health and requesting that Health partners produce an action plan to address the delay in completing initial and review health assessments. In a recent report to Brent Children's Partnership Executive, information was received, indicating that reviews were now up to date and Health partners were exploring sustainability models. This will continue to be monitored by the Board

10. RELATIONSHIP WITH BRENT CHILDREN'S PARTNERSHIP

- 10.1** The SLAC inspection found that whilst governance arrangements are in place to ensure regular communication, at a strategic management, priorities lacked coherence and were not clearly articulated. The 26 LSCB priorities were cited as an example as not clearly linking to the priorities of Brent Children's Partnership. This has led to close liaison regarding the formulation of the Children and Young People's Plan currently being drafted with the LSCB and BCP working together to ensure the "golden thread" of safeguarding is taken forward. A new Business Plan will be formulated on 23.5 with one of its aims to clearly demonstrate a strengthened coordination and integration of strategic plans underpinned by appropriate challenge, monitoring and evaluation to drive improvement and hold each other to account.

11. FINANCE

- 11.1** The Board's budget is made up of contributions from members. The total budget is £141,997.84, with the Local Authority hosting the posts of the Development Manager and the Business Support Officer. The Local authority reduced its contribution by £30,000 last year, this could lead to a shortfall in 2013 compromising the Board's ability to take forward its priorities. It is proposed that a base budget be identified and contributions by partners are made in line with requirements.
- 11.2** The Board has received 50% of a one off grant to the Local Authority, £45,500; from the Children's Workforce Development Council to enhance learning and training opportunities. Proposals for spend have been agreed by the Board on 7.2.2012 and are outlined in the report on the work of the Learning and Development sub group.
- 11.3** The Board undertook a complex SCR which required considerable input from both the Chair and the Overview Report author. A budget of £10,500 was set aside and this covered the work of the Overview Report Author but not the additional hours required by the Chair. A further SCR was commenced in October; the full costs of this are not yet known and so will come out of the next years budget. SCR's cannot be planned for and the Board may wish to consider how to fund future SCR's, either by having a contingency fund, or costs being divided by partners as and when they emerge.
- 11.4** CDOP is managed through NHS Brent by the Designated Doctor. The current cost of servicing the CDOP through the provision of a CDOP Co-ordinator,

administrative support and management costs is £39,204.00 per annum. The recent grant was reduced to £17,984.00. Consideration needs to be given to how this service can be maintained.

12. MONITORING AND EVALUATION AND QUALITY ASSURANCE ACTIVITY

- 12.1** The Board undertakes this function in a number of different ways primarily through the Monitoring and Evaluation sub group but also through different fora.
- 12.2** The recent Safeguarding and Looked after Children inspection resulted in Brent Children and Families Department and Brent Primary Care Trust producing complementary action plans, which the Board will monitor on a bi monthly basis.
- 12.3** Work through London councils has been undertaken on a framework that will be recommended by the London Board to provide consistency across London. A schools template has been developed which will be launched by the schools representatives to schools fora. This will support schools OFSTED requirements, as well as providing the Board with safeguarding evidence.
- 12.4** The soon to be created Community reference group will undertake work that will support quality assurance around safeguarding processes in the voluntary sector. Work has been done by the Safeguarding in Employment sub group to provide guidance and it is proposed that prospective and current service providers must be able to demonstrate robust safeguarding practices in line with the LSCB commissioning standards to be commissioned.
- 12.5** The Board reviews management information presented to the LSCB. To date this has primarily been from Social Care. Work is being done to provide the Board with comprehensive and integrated data, based on the London dataset, Munro recommendations and local intelligence to enable performance to be scrutinized in key areas, at different levels and from a multi agency perspective.
- 12.6** Themed audits have been undertaken through the stakeholder groups of front line practitioners and managers using the Government Offices for London audit model. The details of these audits are covered in the M and E section of the report. Action plans will be monitored and progress fed back to the Board.
- 12.7** The Missing Children Risks and Needs reports on data, themes and trends of children missing from home and care. This will now take place on a quarterly basis. Children missing from education will be included in the data reviewed.
- 12.8** The Serious Case Review Panel monitors that all actions emerging from the SCR Overview report and IMR's are complied with within the required timescales and evidence is provided that this work has been undertaken. All of the actions from the last SCR were taken forward by all partners.

12.9 Board members report into the Board any issues pertaining to safeguarding that emerge from any single agency inspections.

13. Challenges to BCP

13.1 There have been no formal challenges made in the last year.

14. Future Challenges

14.1 The Business Plan

The Business plan for the Board 2012 /13 will be developed as a result of the LSCB Business planning day on 23.5. There remain outstanding priorities which remain on-going . Whilst work has been done on every priority identified in the Business Plan, much of the work remains work in progress. National Research (Local Safeguarding Children Boards, a review of progress DCSF 2008) has shown that more effective Boards are those who concentrate on a few clearly articulated priorities which are continually reviewed and updated to meet changing needs and pressures. The Board has been very aspirational with its agenda but this has led to a dilution of results. Domestic Violence, Children with Disabilities and management of safeguarding responsibilities to Looked After Children remain outstanding priorities, as does engaging with the community sector and children and young people.

14.2 Financial challenges

The current financial climate will impact on agencies capacity to deliver, as resources become progressively constrained. Safeguarding children remains a national imperative underpinned by legislation and all party support both nationally and locally. The Munro report speaks of strengthening Boards but does not address additional resources. The Board has not increased contributions for the last two years but this may need to be reviewed in order to address the revised priorities.

14.3 The Munro Report

There are a number of themes emerging from the Munro review which will impact on all Boards.

- **Strengthening Boards**

There has been no clear message from the Government what this will practically mean to LSCB's or on-going funding provided, however the Board can go some way to becoming stronger by a self audit that will identify strengths and development areas.

- **Serious Case Reviews**

The Munro review recommends that LSCBs should use systems methodology in future reviews of serious cases, moving away from the specific features of an individual case to consider the deeper, underlying issues that influence multi-agency practice more generally. This will require training across the Board.

- **Health Reforms**

The report touches on the ongoing reforms to the health service, and raises concerns that Safeguarding and child protection could become sidelined in the new arrangements. In particular, the crucial importance of named and designated professionals is highlighted.

- **Munro Funding**

The Board agreed to develop an ambitious programme of multi agency tools to support a multi agency adoption of the Signs of Safety model. The possibility of being involved in a collaborative programme with 5 other English authorities and the Australian originators of the programme is an exciting opportunity and needs to be further discussed . This will require buy in at all levels and will be a significant challenge.

14.4 Membership

The Munro report states the importance of senior leaders working together through the LSCB to provide local leadership with regards to safeguarding. The challenge remains for all agencies represented on the Board to actively contribute to the work of the Board by leading and producing work for the Board.

An induction pack has been developed to ensure there is clarity about the roles and responsibilities of Board members but would be useful to revisit this with Board members to reaffirm expectations across the Board, possibly as part of the Board's self audit. Attendance at the Board is generally good but taking forward work streams through the sub groups, task and finish groups and stakeholder groups continues to be problematic, with an over reliance on Chairs or particular Board members to take forward work that should be a multi agency responsibility.

The revised working practices of both the Monitoring and Evaluation group and Policy and Procedures may be a model for future working and the revision of "Working Together" due out in September will be critical.

14.5 Engagement of Schools

This has historically been a significant challenge for the Board but the recruitment of both secondary and primary head representatives is of huge benefit in working to engage schools utilising already established fora and systems. Work has already started with regards to a school specific section 11 template and a "safeguarding book" based on work in Alperton School. Alperton recently received an "outstanding" for safeguarding and their processes and materials can be used as an example of good practice for schools and located on the LSCB website. There has been some discussion how to engage more effectively with independent schools and academies but this needs further discussion. Further engagement with schools will tap into systems already in place within schools to engage more effectively with young people.

14.6 Engagement with the Voluntary/Third Sector and Lay members

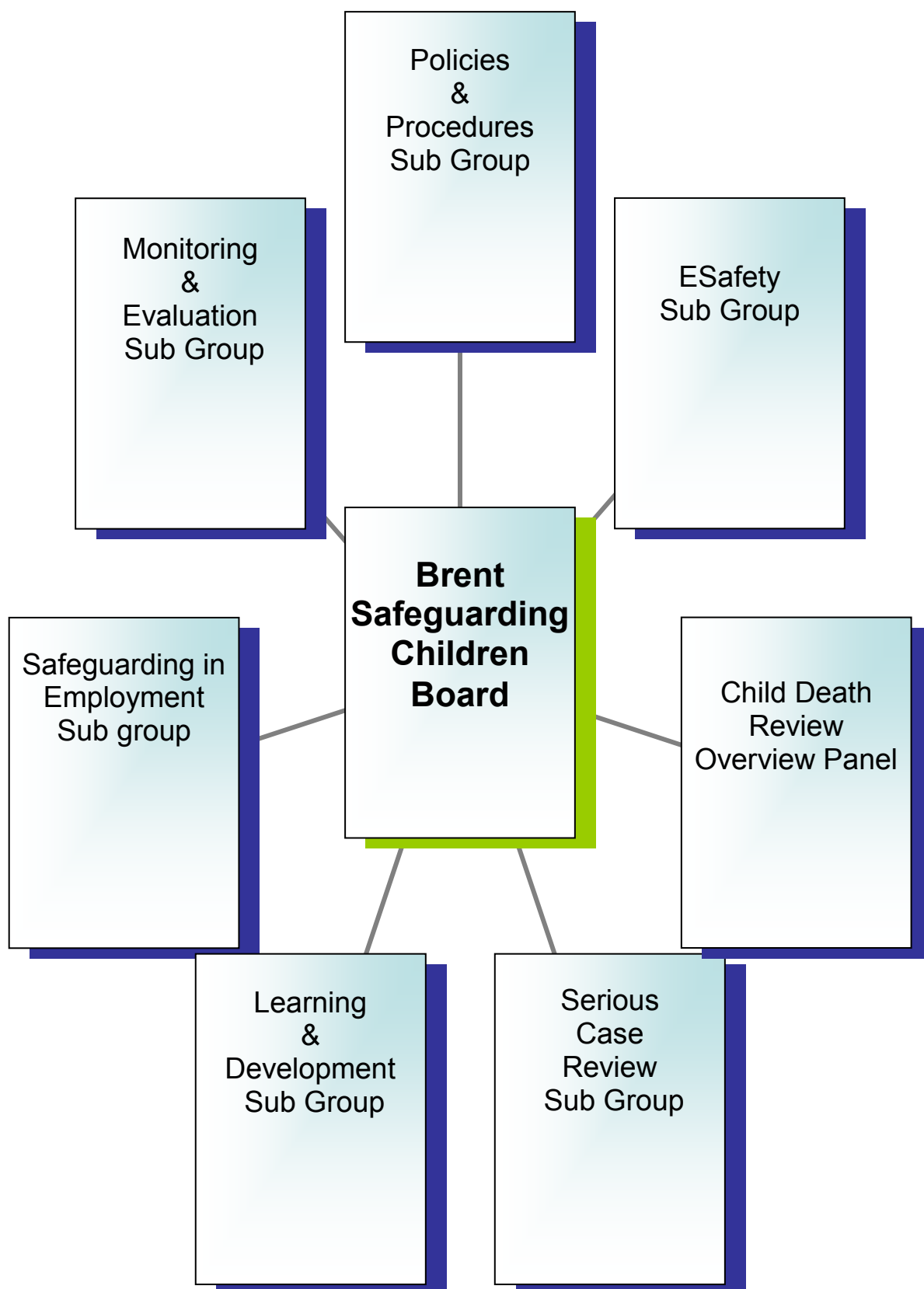
The engagement of the voluntary/third sector has been problematic and remains a priority. Communication remains challenging although improved, as a result of work undertaken with VCF, the emergence of BASIS and work with the Police Community Engagement Officer. The diversity and range of community groups in Brent creates an even broader challenge. There is however a recognition that effective engagement with community groups needs to be done at their pace. It is hoped that the Lay Members required as a result of the Apprenticeships Schools and Learning Act 2009 will play an active part in facilitating the voice of the diverse communities being heard as well as the formation of the reference group. The work undertaken by VCF has been slow to gain momentum but an initial meeting of the reference group is planned for June.

Appendix 1 Membership of the Board

Independent Chair	Donald McPhail	Independent Chair – Local Safeguarding Children Board
LSCB Development Manager	Sue Matthews	Development Manager Local Safeguarding Children Board
Brent Children and Families Department	Graham Genoni	Assistant Director Children & Families / Social Care (Deputy Chair of LSCB)
	Krutika Pau	Director of Children & Families
	Rik Boxer	Assistant Director Children and Families/ Achievement and Inclusion
	Sharon Stockman	Head of Localities Service (Children with Disabilities champion)
	Jacquelyn Burke	Head of Safeguarding (Chair of the Policy and Procedures sub group)
	Sue Gates	Head of Integrated and Extended Services
Brent Strategy, Partnerships and Improvement Department	Anna Janes	Head of Children and Families Policy and Performance (Chair of Monitoring and Evaluation and Esafety sub groups)
Brent Schools	Kay Johnson	Primary Schools representative
	Maggie Rafee	Secondary School & Academies representative
	Shereen Moussa	HR Manager (Schools) (Chair of Safeguarding in Employment sub group)
NHS Brent/Ealing Hospital NHS Trust	Yvonne Leese	Community Services Director for Brent , Brent Community Services
	Jo Ohlson	Borough Director NHS Brent
	Dr Arlene Boroda	Designated Doctor
	Pauline Fletcher	Designated Nurse

	Andy Brown	Head of Substance Misuse Service
	Sandy Youngson	Health Improvement Specialist-Substance Misuse , Alcohol, Sexual Health and Training
Connexions	Angela Chiswell	Head of Brent Youth and Connexions Service
North West London Hospital Trust	Carole Flowers	Director of Nursing
Central and North West London NHS Foundation Trust	Catherine Knights	Director of Partnerships and Commercial Development
Brent Legal Services	Fiona Alderman	Principal Lawyer
Safeguarding Adults	Phil Porter	Head of Service – Reablement and Safeguarding
Metropolitan Police	DI Tracey Stevens	Detective Inspector Child Abuse Investigation Team
	ADCI Peter Stride	Acting Detective Chief Inspector Public Protection
London Probation Service	Deidre Bryant	Assistant Chief Officer
CAFCASS	Catherine Burns	Service Manager
Faith Sector Representative	Peter Turner	Safeguarding Advisor Diocese of Westminster
Regeneration and Major Projects	Laurence Coaker	Head of Housing Needs
Brent Family Panel	Anita Loring	Magistrate
Brent Council	Cllr Mary Arnold	Lead Member Children & Families

Appendix 2 The Board and its sub groups





Executive
19 September 2012

Report from the Director of Children and Families

Wards Affected:
ALL

A Plan for Children and Families in Brent (2012-2015)

1.0 Summary

- 1.1 The purpose of this report is to set out a three year partnership Plan for Children and Families in Brent (PCFB) for the attention of Executive attached as Appendix 1 to this report. The Plan builds on the achievements of the previous Children and Young People's Plan (2010-12) and brings together in a single document our vision and key priorities for improving outcomes for children and families in Brent. The PCFB strengthens the coordination and integration of a range of strategic plans (set out in Appendix C of the Plan) and is underpinned by robust performance management arrangements, which will help to monitor and drive forward improvements. The development of this plan fulfils a key recommendation from the Safeguarding and Looked After Children's Inspection Action Plan.

2.0 Recommendations

- 2.1 Executive agree the content of the PCFB and note that the priorities and outcomes will be fully integrated in service area plans and priorities.

3.0 Detail

- 3.1 The Children Act 2004 required each Local Authority in England and Wales to publish a Children & Young People's Plan (CYPP) which set out its strategy for discharging its functions in relation to all children and young people in the area. This was enshrined further in law with The Children's Trust Board (Children and Young People's Plan) (England) Regulations 2010 which passed the responsibility for preparing and publishing the CYPP to the Local Authority Children's Trust Board. The legislation stated that the CYPP had to set out the agreed joint strategy of the Board partners for co-operating with each other with a view to improving children and young people's well-being in the local area.

- 3.2 The Coalition Government revoked these regulations and removed the requirement for the publication for a CYPP, however, they stated that a Plan could still be produced where “it made sense locally”. Most local authorities continue to have a single plan for children and young people which demonstrates a formal commitment from partners to improve outcomes for local children. Regardless of any legislative changes, during an inspection process, Ofsted are likely to take a dim view of an authority that did not have a plan setting out its ambition and vision for children and young people in the area.
- 3.3 In January 2012 Brent Children’s Partnership (BCP), formerly our Children’s Trust, made a decision to continue to have a strategic plan evidencing their commitment and drive to improve the lives of children and families in Brent. This has resulted in the Plan for Children and Families in Brent 2012 – 15.
- 3.4 BCP is committed to continue to improve services and support to children, young people and their families and to do so by focusing on the areas where partners can work together to make the most difference. We have therefore identified the following three strategic priorities:-

Priority 1: Ensure that children and young people in our borough are healthy and safe

Safeguarding is a top priority if we are to ensure our children and young people are healthy, safe and protected from harm, abuse and neglect. Through early intervention, making a healthy start and by providing effective support for children and families, we will reduce the number of children coming into care or becoming subject of child protection plans and improve outcomes for children with disabilities.

Priority 2: Narrow the gap between those children who do well and those who need extra support to thrive, so the aspirations of every Brent child are realised. Also to ensure that there are sufficient school places to meet the continuing increase in demand

We will consider all possible strategies and initiatives to increase the supply of school places. We will improve the educational attainment of all children and young people, including looked after children, children with special educational needs and /or disabilities and children from black and ethnic minorities. We will focus on closing the gap between those who do well and those who may need extra support to thrive, to enable successful progression into adult life and employability.

Priority 3: to fully integrate services to develop resilient families

We are committed to delivering integrated services that focus on families and are designed to identify need early and provide targeted support and protection. We shall also continue to ensure that universal services are in place for all children, young people and families. We will help children get a healthy start in life and improve emotional health and well being, tackle child poverty and support children and young people to take part in positive activities as well as giving parents the skills to get back to work.

- 3.5 These emerged through a process of reviewing priorities from the previous two Children & Young People’s Plans and identifying areas which continue to require improvement, from looking at the profile of children and young people in

Brent in conjunction with the Joint Strategic Needs Analysis and the Child Poverty Needs Assessment, and by examining emerging issues.

- 3.6 The PCFB has a robust action plan which provides the framework for ensuring that progress is made. The actions relate to a performance management framework which is based on a number of national performance indicators, together with locally developed indicators and key milestones for completion of actions. This includes the measures relating to children's services that are included in the Children & Families Performance Improvement Plan and in agreement with NHS Brent. Over the next three years, this will be used to Support delivery of the outcomes and actions identified in this plan and will be reviewed at Brent Children's Partnership meetings.
- 3.7 The PCFB has been developed through consultation with service areas in the Council and our partners, with children and young people and with parents and carers. Improving the lives of children and young people in Brent is everybody's business and everyone across the Council has a role to play in making this happen.

4.0 Financial Implications

Any costs arising out of this report will be met from within existing Children and Families budgets.

5.0 Legal Implications

None

6.0 Diversity Implications

- 6.1 There are no diversity implications contained within this report.

7.0 Staffing/Accommodation Implications (if appropriate)

There are no accommodation issues contained within this report.

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Director of Children and Families

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Executive
19 September 2012

**Report from the Director of
Environment and
Neighbourhood Services**

Wards Affected:
ALL

Recovering costs for events in Brent's parks and open spaces

1.0 Summary

- 1.1** Over the last few years there has been a greater public appetite for outdoor community festivities which has seen a growth in self organised events in Brent's parks and open spaces. Brent Council wants residents to safely enjoy events and has a responsibility to ensure that events which are held in its parks and open spaces are providing appropriate standards of public safety and compliance with licensing legislation. This therefore means that there is an increased demand on the Council to ensure that organisations run safe and enjoyable events.
- 1.2** In the past use of Brent's parks and open spaces for events has been subsidised by the council and so free to event organisers. This report proposes that the Council adopts a nominal charging policy which will assist in recovering the costs associated with organisations, individuals, schools, community and faith groups hosting events in Brent's parks and open spaces.

2.0 Recommendations

The Executive agrees to:

- 2.1** The principle of partial cost recovery charging to organisers that wish to hold events in Brent's parks and open spaces.

2.2 Agree to the partial cost recovery rates proposed in paragraphs 3.17, 3.18 3.19 and that these charges be implemented from 1st December 2012.

2.3 Members note the establishment and role of the Borough Safety Advisory Group as outlined in paragraphs 3.4 – 3.6 of this report

3.0 Detail

3.1 Over the last few years there has been a greater public appetite for outdoor, community festivities. This has resulted in an increasing number of requests to hold events in Brent's parks and open spaces.

3.2 Requests have been received from a range of organisations including individuals, private companies, community groups, religious groups, sports groups and residents' associations. These events can range from an activity for a few hours for less than a hundred people to events over five days with attendance by thousands of people.

3.3 The growth in self organised events is welcomed, although it has presented a number of practical management issues for the Council particularly in connection with upholding reasonable standards of public safety at public events and ensuring compliance with licensing legislation. It has also increased the amount of work for the Council in relation to venue scheduling, police liaison and consideration of environmental impact of events in parks. Officers have therefore established a new process to ensure that the Council can efficiently deliver its 'landlord' and regulatory responsibilities within available and diminishing resources to help organisations run safe and enjoyable events.

3.4 To achieve these responsibilities a Borough Safety Advisory Group (BSAG) has been created whose role it is to:

- advise the Council in relation to its duty of care regarding its own public events
- provide advice and guidance to external event organisers on public safety related issues and licensing
- provide a forum within which Brent Council and other agencies may develop a co-ordinated approach to public safety for public events
- receive and approve in principle all proposals for public events and applications for public events within the Borough's parks and open spaces
- the BSAG can refuse any proposals for public events and applications for public events within the Borough if the safety or other concerns are such that the Group decides that it ought not to go ahead.
- highlight and monitor any matters raised by the BSAG to the event organiser and any other relevant parties.

3.5 The core members of the BSAG are senior officers from Brent Council's health and safety team in an advisory capacity, transportation, communications, sports and parks, cultural services, neighbourhood services, and the

Metropolitan Police Service. Representatives from other organisations are invited where and when appropriate.

- 3.6** As well as assessing all application requests, where approval is given 'in principle', representatives from the BSAG then support event organisers to ensure that their event management plan is appropriate and comprehensive. This includes advice about licensing requirements, site meetings, checking documentation. For some events such as those with over 1000 anticipated participants, events where alcohol will be present, where a traffic management order may be required, where there are likely to be facilities such as, staging, marquees, funfairs, or if the event's organisation in the past has a poor track record, officers are likely to visit those events when they are taking place to ensure the safety of the public.
- 3.7** Many other Boroughs implement a charging system for use of public parks and open spaces and some have done for many years. Appendix 1 provides details of charges made by other local authorities. There is currently no charge for holding events in Brent's parks and open spaces. To help recover some of the increasing costs of officer time in considering, supporting and facilitating applications, officers believe the Council should consider charging a fee for events in Brent's parks and open spaces.
- 3.8** In deciding whether to have full cost recovery or partial, officers have recommended partial cost recovery as this should not have a negative impact on the Council's aim of encouraging the community to hold their own events and our goal of encouraging cultural activity.
- 3.9** In 2012 to date we have had 46 requests for events in Brent's Parks of which 27 were agreed. Of these 27 events 18 were repeat events from 2011. The 27 events agreed in 2012 can be broken down into the following categories:
- 12 = community events
 - 11 = religious events
 - 1 = school events
 - 2 = charity events
 - 1 = commercial events
- 3.10** In terms of attendance the event organisers in 2012 indicated the following number of visits:

Attendance numbers	Number of events
0 to 99	2 events (1 was a repeat event)
100 to 199	5 events (3 were repeat events)
200 to 299	2 events (1 was a repeat event)
300 to 499	4 events (3 were repeat events)
500 to 999	4 events (2 were repeat events)
1000 to 2999	5 events (5 were repeat events)
3000 to 4999	2 events (1 was a repeat event)

5000 to 9999	1 event (1 was a repeat event)
10000 plus	2 events (1 was a repeat events)

Which came to an estimated total of 60,545 visits.

- 3.11** In previous years there were 41 agreed events in 2011, 37 agreed events in 2010 and 30 in 2009. Appendix 2 shows those events that were held in 2012 and 2011.
- 3.12** A number of principles are suggested in the proposed approach to recovering some of the costs associated with assisting in the delivery of safe outdoor public events in Brent's parks and open spaces. These are:
- To set the charges at a level that will not deter residents and community groups to organise their own events whilst also covering the charges legitimately incurred by the borough in deciding on their application.
 - The Council will not charge itself as this is just moving money around from one department to another.
 - We charge a differential rate for commercial events compared to community/religious events.
 - **Community Events** - any event organised by registered charities, faith groups, places of worship, schools, not-for-profit community or voluntary groups. However, any registered charity with less than £10,000 income p.a. would be exempt from the charge but would need to pay for any relevant licence or Traffic Management Order (TMO) costs.
 - **Commercial Events** - any activity that does not fall in the above classification such as concerts, product launches, corporate events, marketing and promotional activities for profit making organisations, private lets e.g. a wedding reception or private party.
 - A deposit will be required from all event organisers to cover any re-instatement works and litter picking etc
 - The application charges does not include charges for licences, public liability insurance, traffic management orders, road closures or drinks licences etc. since such charges are made separately.
 - All charges would be non-refundable once 'in principal' approval for the event has been given, as the council will have done much of the work already.
- 3.13** A number of charging options were identified for community events:
- A flat administrative fee regardless of the number of attendees
 - A charge based on the number of attendees
 - A daily charge for each event day
 - A charge based on the amount of officer work.
- 3.14** A charge based on the number of attendees may result in applicants under estimating the number of attendees in order to avoid paying a higher charge.

This could have significant implications for the event management plan, site safety and licensing legislation. A daily charge for each event day is only likely to affect the larger events.

3.15 It is therefore proposed that a charging policy is adopted recognising the level of input required from Council officers and that the degree of input be categorised. Within a category a flat fee will be charged so that event organisers know early on, what charges will be applied.

3.16 Non commercial events will be grouped into three categories:

Category 1: Those events which are agreed in principle by the BSAG on application

Category 2: Those events that satisfy at least one of the following and are required to present their event management plan to the BSAG:

- a) 1000 people or more are anticipated to attend
- b) Alcohol to be sold or supplied
- c) A licence will be required (Temporary Event Notice, Premises, Occasional Sales or Street Trading licences)
- d) Possible hazardous activity (including, but not limited to: fireworks, lasers, staging, funfairs, special treatments)
- e) Significant police concern
- f) Traffic Management Order is needed
- g) There is a poor track record with the event's organisation in the past or the event organiser has very little experience

Category 3: The event is more complex than category 1 and 2 events and will require its own Event Safety Advisory Group to be established (this will be determined at the Borough Safety Advisory Group).

3.17 It is proposed that a nominal fee of £30 should be charged for category 1 events. In 2012 there would have been 7 category one events.

3.18 It is proposed that a charge of £150 should be made to category 2 events. In 2012 there would have been 15 category two events.

3.19 It is proposed that a charge of £300 should be made to category 3 events. In 2012 there would have been 4 category three events.

3.20 For commercial events, of which there was one in 2012, the fees will be negotiated on a case by case basis.

3.21 Where an event requires a licence there will be additional costs associated with the application for such a licence. See appendix 3 for licence information. If the event includes facilities such as marquees, staging, bouncy castles or is a large event the event organiser will be required to hold public liability insurance. These charges are already levied. We will also continue to charge a deposit

which is returned unless there are any ground re-instatement works or additional litter picking required.

Consultation and Equalities Issues

- 3.22** There is no legal duty to consult on the proposals set out in this report. However, for the purposes of gaining further information as to the impact of the proposals it was considered useful, relevant and proportionate to obtain the views of those groups who are recent repeat users of the service. A questionnaire was sent to the fifteen event organisers who had held consecutive events in 2011 and 2012. Checks were made to ascertain whether any organisations held events in alternate years but there were no events that were held in 2010 and 2012 but not in 2011. The purpose of the questionnaire was to ascertain the impact on their organisation if a nominal charge was brought in and to give officers a better profile of attendees.
- 3.23** The questionnaire explained that the Council was considering introducing charges and indicated what the likely charge of their event would be based on the proposed categories of fees listed above. Only three questionnaires were returned. Two of the respondents would be charged £150 under the current proposals and they responded with one saying they thought it was a good idea and the other that they may struggle financially. The third respondent would be charged £30 and they said they would need to look into their budget costs.

4.0 Financial Implications

- 4.1** For each event requested, BSAG members have to read and consider each application. For those events that come under category 2 the organiser is required to present their event management plan to the BSAG and then answer questions from BSAG officers. A 30 minute timeslot is allocated for each category two presentation and question and answer session. In addition there will be site visits by officers with event organisers prior to the event and during all category two events. A category three event would require a specific ESAG to be established with dedicated officer time to support these larger events.
- 4.2** Based on the number and size of events held in 2012 and using the proposed charges listed above, the Council would have raised approximately £3,360 towards the cost of providing this service.

5.0 Legal Implications

- 5.1** The Local Government (Miscellaneous Provisions) Act 1976 enables councils to provide such recreational facilities as they think fit and allows the Council to charge as it sees fit. In addition S145 Local Government Act 1972 provides that the Council may permit any park or pleasure ground to be used for by others for entertainment on such terms as to payment as the Council sees fit. In so far as the use of the parks and open spaces falls outside of the powers to let and charge set out above the Localism Act 2011 general power of competence enables the council to enable such use and cost recover from those using the service..

6.0 Diversity Implications

- 6.1** The events held in 2012 classified themselves under the following headings:
- 2 – charity events
 - 12 = community events
 - 11 = religious events (3 x Christian, 3 x Hindu, 1 x Jewish, 4 x Muslim,)
 - 1 = school events
 - 1 = commercial events
- 6.2** Using the proposed new charging the following fees would have been paid:
- | | | | |
|--------------------------------|---------|----------|----------|
| ▪ Charity events - | £30 x 1 | £150 x 1 | |
| ▪ Community events – | £30 x 5 | £150 x 5 | £300 x 1 |
| ▪ Religious Christian events – | | £150 x 3 | |
| ▪ Religious Hindu events – | | £150 x 2 | £300 x 1 |
| ▪ Religious Jewish event – | £30 x 1 | | |
| ▪ Religious Muslim events – | | £150 x 3 | £300 x 1 |
| ▪ School events – | | £150 x 1 | |
| ▪ Commercial x1 | | | |
- 6.3** Specific equalities data is not collected from the event application form. The questionnaire that was distributed to the repeat event organisers asked for information about the characteristics of potential attendees but as only three questionnaires were returned this does not provide a detailed picture.
- 6.4** Officers have reviewed the application form for the event and made an assessment of the type of audience that would have attended the event. Five events appear to be predominantly targeted at adults, twenty-one events at adults and children and one event at children.
- 6.5** Under S149 Equalities Act 2010 the council is required, when exercising its functions (such as recovering part costs for the use of parks and open spaces for events) to have due regard to the need to eliminate unlawful discrimination, advance equality of opportunity between those who have a protected characteristic and those who do not, and to foster good relations between those who have a protected characteristic and those who do not.
- 6.6** The use of the parks and open spaces for events is varied in terms of the age, race, religious belief and other protected characteristics of those organising the events, attending the organised events and the target audiences. The low fees proposed, advance equality of opportunity in that it continues to enable all groups to hold events in the open spaces. Such events often foster good relations between different groups and this is assisted by the low cost which is proposed. There is no obvious indirect discrimination in that there is no group that is particularly disadvantaged by the proposed fees when compared with those who do not share that protected characteristic.
- 6.7** The amount proposed to be charged for the open spaces is nominal and has been calculated having regard to the scale of the event and the type of event. In relation to large scale events for which the higher rates are charged, there is often income and or sponsorship which makes paying the proposed fee manageable. Accordingly the fees suggested will have no or little impact on

any groups or organisations who do, or wish to use the Council's parks and open spaces for events.

6.8 This analysis and conclusion is in part informed and confirmed by the response to enquiries made of regular users: it is reasonable to infer that those who did not respond (12/15) have no concerns and the three that did reply gave a mixed response regarding impact.

6.9 So far as there is any impact upon any protected characteristic groups, it will be small and it is justified on the basis that the Council is under considerable financial constraints and the cost to the Council of processing and managing events is high.

7.0 Staffing/Accommodation Implications (if appropriate)

7.1 None

Background Papers

Equalities impact assessment

Contact Officers

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Appendix 1 Fees and charges of other local authorities

Hammersmith & Fulham

HIRE OF PARKS & OPEN SPACES FOR EVENTS - CHARGES PER DAY		Organised / booked by	Intended Audience	£ Ticketed or Free Entry	2012-13 price per day
Large event, 1000+		Any	Any		
Medium event	499 - 1000	Community Org.	Public	£ Ticket	£290.00
Medium event	499 - 1000	Community Org.	Public	Free	£130.00
Medium event	499 - 1000	Registered Charity	Public	£ Ticket / Free	£130.00
Small event	Up to 499	Registered Charity	Public	£ Ticket / Free	£130.00
Small event	Up to 499	Community Org.	Public	£ Ticket / Free	£130.00
OUTDOOR VENUE HIRE Add on supplements					
Large scale Infrastructure	e.g. staging, vehicles, toilets				£200.00
Small scale Infrastructure	e.g. vehicles, tents, generators				£200.00
Sale of alcohol					£200.00
Amplified music					£200.00

Camden

Camden charge an admin fee for organisations that wish to hold events - £250 basic neighbourhood admin fees up to £2000 for a corporate event.

Currently Camden do not charge an additional fee to community or religious groups to use the parks

Westminster

Westminster charge a rental fee for the use of their parks, based on where you want to use, when and what you want to do. They have four tiers

Tier 1: Iconic locations that are internationally recognised and in high demand
Tier 2: Classic West End locations that are in high demand
Tier 3: unusual locations across Westminster
Tier 4: community spaces ideal for charity and community events or filming

	Jan	Feb-May	June-August	Sept-Nov	December
Charges for tier 4 (community, charity and not for profit) are:	£400	£200	£400	£200	£200

In addition they charge an administration fee:	
Administration time charged for simple applications that are complete and don't require any other Westminster City Council services	£50
Administration of an application that requires up to 2 hours of time from the Special Events Group, (such as meetings, liaising with other Westminster City Council departments or partners (i.e. Police)).	£150
Initial charge for any work expected to take approximately ½ day (4-5 hours) of a Special Events Group officer/manager's administration and co-ordination time.	£375
Per hour cost for any event or activity that will take more than 5 hours of planning. This will not be incurred without your knowledge and agreement.	£100 per hour

Barnet

Size of event	Type	Charge
Size 1-100	Commercial	£262.50
101-1000	Commercial	£588.00
1001 – 2500	Commercial	£787.50
2501 – 5000	Commercial	£1,050.00
Size 1-100	Community	£26.25
101-1000	Community	£58.80
1001 – 2500	Community	£78.75
2501 – 5000	Community	£105.00
Event size 5000+ by negotiation	Commercial & Community	by negotiation

Appendix 2

2012 Events held in Brent's parks and open spaces

<u>ORGANISER</u>	<u>EVENT NAME</u>	<u>REPEAT EVENT</u>	<u>ANTICIPATED ATTENDANCE</u>	<u>Predicted Target audience</u>	<u>EVENT TYPE</u>	<u>VENUE</u>	<u>CATEGORY</u>
London Orienteering Club	Local Orienteering		70	Adults	Community Event	Gladstone Park	1
Assoc of Jewish Ex Servicemen	Memorial	yes	50	Adults	Religious Memorial	Gladstone Park	1
Triathlon England	Triathlon		100	Adults	Community Event	King Edward (Willesden)	1
Innisfree Housing Assoc	Fun Day		100	Adults & Children	Community Event	Grove Park Open Space.	1
Queens Park School	School Fun Run	yes	100	Adults & Children	Community Event	Tiverton Green	1
Melody Tabernacle Church	Family Fun Day	yes	100	Adults & Children	Religious Christian	Vale Farm	2
Sudbury Court Running Club	Road Race	yes	150	Adults & Children	Community Event	Vale Farm	1
Kingdom Ministries Church	Family Fun Day	yes	200	Adults & Children	Religious Christian	Roundwood Park Annexe	2
KandyCares	Fund Raising Event		250	Adults & Children	Community Event	Barham Park	2
AFC Wembley	Football Fun Day		300	Adults & Children	Community Event	Pellat Road Sports Ground	2
Cerner Ltd	Private Sports Day	yes	350	Adults	Private Event	King Edward (Willesden)	Commercial
Lexi Cinema	Open Air Cinema	Yes	375	Adults & Children	Commercial/Charity	Roundwood Park.	2
Topnotch Community Assoc	Family Fun Day Memorial	Yes	400	Adults & Children	Community Event	Stonebridge Rec	2
Helping Hands Org	Jubilee Lunch		500	Adults & Children	Community Event	Alperton Sports Ground	2
Helping Hands Org	Olympic Fun Day		500	Adults & Children	Religious Christian	Alperton Sports Ground	2
Mountain Movers Ministry	Gospel Music Event	Yes	700	Adults & Children	Community Event	Barham Park	2
Shree Baba Mandir	Guru Poornima	Yes	800	Adults & Children	Religious Hindu	Barham Park	2
BAPS Swam Mandir	Sponsored Walk	Yes	1,000	Adults & Children	Charity	King Edwards VII Park	1
Hindu Council (Brent)	Holi Festival	Yes	1,000	Adults & Children	Religious Hindu	Roe Green Park	2
Harlesden Ummah	Eid	Yes	1,000	Adults & Children	Religious Muslim	Roundwood Park Annexe	2
One Step Beyond Pro	Childrens Triathlon	Yes	1,000	children	School	King Edward (Willesden)	2
Harlesden Islamic Centre	Eid	Yes	2,500	Adults & Children	Religious Muslim	Barham Park	2

<u>ORGANISER</u>	<u>EVENT NAME</u>	<u>REPEAT EVENT</u>	<u>ANTICIPATED ATTENDANCE</u>	<u>Predicted Target audience</u>	<u>EVENT TYPE</u>	<u>VENUE</u>	<u>CATEGORY</u>
Sudbury Court Residents Assoc	Jubilee Event & Parade		3,000	Adults & Children	Community Event	Barham Park	3
Harlesden Islamic Centre	Eid	yes	3,000	Adults & Children	Religious Muslim	Barham Park	2
BAPS Swam Mandir	Diwali	yes	8,000	Adults & Children	Religious Hindu	Gibbons Rec	3
At Home Event Services Ltd	Brazilian Day		10,000	Adults	Community Event	Roundwood Park Annexe	3
1 Eid	Eid	yes	25,000	Adults & Children	Religious Muslim	Fryent Country Park	3

2011 Events held in Brent's parks and open spaces


<u>ORGANISER</u>	<u>EVENT NAME</u>	<u>REPEAT EVENT</u>	<u>ATTENDANCE</u>	<u>Target audience</u>	<u>EVENT TYPE</u>	<u>VENUE</u>	<u>CATEGORY</u>
Wembley Plaza Hotel	Family Day		70	Adults & Children	Charity	King Edward V11 Park	1
Cool Runnings Club	Road Race		100	Adults	Community	Roundwood Park	1
Streatley Gardens Residents	Royal Wedding Fete		100	Adults & Children	Community	Streatley gardens	1
Melody Tabernacle Church	Church Sports Day		100	Adults & Children	Community	Vale Farm	1
Hanoar Hazioni	Fun Day/picnic		100	Children & Adults	Community	Woodcock Park	1
Friday Club	Cake Sale		100	Children & Parents	Community	Tiverton Green	1
Queens Park School	Fun Run		120	Children & Teachers	Charity	Tiverton Green	1
Sudbury Court Running Club	Road Race	YES	150	Adults & Children	Community	Vale Farm	1
Kingsway Christian Centre	Church Sports Day	YES	150	Adults & Children	Community	Vale Farm	1
Harvestime Ministry	Community Day		150	Adults & Children	Community	Stonebridge Rec	1
Black Queen Promotions	Music Day		200	Adults & Children	Community	Stonebridge Rec	1
Brent Parent/Toddler Network	Family Picnic		200	Children & Parents	Community	Roundwood Park	1
Restoration Fellowship	Gospel Outreach	YES	200	Adults & Children	Religious/Christian	Barham Park	1
Kingdom Builders Ministries	Christ in the Community	YES	200	Adults & Children	Religious/Christian	Roundwood Park Annexe	1

St Gabriels Church	Church Picnic		200	Adults & Children	Religious/Christian	Gladstone Park	1
St Mary Magdalene Church	Religious Service		200	Adults	Religious/Roman Catholic	Roundwood Park	1
Al-Sadiq Cultural Centre	Eid Ul Fitr		260	Adults & Children	Religious/Muslim	Gladstone Park	1
Topnotch Community Ass	Community Day		300	Adults & Children	Community	Stonebridge Rec	1
Capital Event Services	Fun in the Sun		300	Adults & Children	Community £500 deposit kept	Maybank Open Space	1
Shirdi Saibaba Temple	Procession		300	Adults & Children	Religious/Hindu and Muslim	Barham Park	1
Dar Al Iman	Eid Ul Fitr	YES	300	Adults & Children	Religious/Muslim	Barham Park	1
Queens Park Harriers	Cross Country Run	YES	335	Adults	Community	Fryent Country Park	1
Hyde Hillside	Community Day		350	Adults & Children	Community	Stonebridge Rec	1
Sudbury Churches	Sudbury Churches Together		400	Adults	Religious/Christian	Butlers Green	1
Kilburn Park School	Sports Day		450	Children & Teachers	School	South Kilburn Open Space	1
Sudbury Court Residents Assoc	Fun Day		700	Adults & Children	Community	Northwick Park	2
BAPS	Sponsored walk	YES	1000	Adults & Children	Charity	King Edward V11 Park	2
Gladstone Park Committee	Gladstonbury Festival	YES	1000	Adults & Children	Community	Gladstone Park	2
Mountain Movers Ministry	Gospel Explosion	YES	1000	Adults & Children	Religious/Christian	Barham Park	2
Hindu Council(Brent)	Holi Festival	YES	1000	Adults & Children	Religious/Hindu	Roe Green Park	2
Harlesden Ummah	Eid Ul Fitr	YES	1,000	Adults & Children	Religious/Muslim	Roundwood Annexe	2
Help Somalia Foundation	Eid Ul Fitr		1,000	Adults & Children	Religious/Muslim	Gladstone Park	2
One Step Beyond Promotions	Childrens Triathlon		1000	Children & Teachers	School	King Edward Park	2
BAPS	Holi Festival	YES	1200	Adults & Children	Religious/Hindu	Brentfield Park	2
Friends Of Eton Grove	Queensbury Eco Festival	YES	1250	Adults & Children	Community	Eton Grove	2
Harlesden Islamic Cultural Centre	Eid Ul Fitr		5,000	Adults & Children	Religious/Muslim	Barham Park	2
1Eid	Eid Ul Fitr	YES	10,000	Adults & Children	Religious/Muslim	Fryent Country Park	2

Swaminaryan Temple	Diwali Fireworks	YES	12,000	Adults & Children	Religious/Hindu	Gibbons Rec	3
Brent Council	Firework Night	YES	15,000	Adults & Children	Community	Barham Park	3
		TOTAL	57,485				

Appendix 3 – Additional licences that may be required

Type of Licence	Consultation Period	Consultees	Fee	Comments
Traffic Management Order	Consultation period is currently 8 weeks	Emergency Services, TfL Buses, TfL and neighbouring boroughs if required	£1275 + traffic management costs	If the event is within a roadway then a Traffic Management Order (TMO) is required which will allow roads to be closed or restrict traffic movements. This is a legal document which requires the council to follow a statutory procedure.
Premises Licence	28 days or if a hearing is required add 20 working days	Police, Fire, Children and Families, Environmental Health, Trading Standards Planning and Public Safety, Licensing Authority and the Health Boards	Based on rateable value and the capacity	A premises licence is required if the event is to include licensable activities and the event is for more than 499 people. A licensable activity includes the sale or supply of alcohol, provision of regulated entertainment (performance of a play, exhibition of a film, performance of live music, playing of recorded music, performance of dance or similar entertainment), provision of late night refreshment. A premises licence can be for the duration of the event.
Temporary Event Notice (TEN)	3 Working Days	Police and Environmental Health	£21	A TEN allows for the holding of a small scale one-off licensable activity without having a Premises License or Club Registration Certificate and would apply to fetes, open days, and similar events or on special occasions such as international sporting events. A TEN is needed if there is to be any entertainment and/or alcohol and only applies if there are no more than 499 people.
Occasional Sales	42 days	None	£59 plus £1 per pitch	An occasional sale is defined as a group of five or more Traders operating from a site that is neither part of a highway nor within any building other than a car park. Mainly used for car boot sales or temporary markets
Street Trading	28 days	Safer Streets and local traders	£72 plus daily charge	Only persons licensed by Brent Council may trade from the street. A street includes any road, footway or other area that is within 7 metres of a road or footway and is not enclosed and to which the public have access without payment. Street trading means the selling, exposing for sale or offering for sale of any article (including a living thing) or the supplying or offering to supply any service in a street for gain or reward.

	<p style="text-align: center;">Executive 19 September 2012</p> <p style="text-align: center;">Report from the Director of Environment and Neighbourhood Services</p>
<p style="text-align: right;">Wards Affected: ALL</p>	
<p>Cashless parking</p>	

1. Summary

- 1.1. This report sets out options for the adoption of different ways of payment for ad-hoc parking and seeks Member approval for the pace and extent of the move towards cashless parking and the introduction of price changes to better reflect the cost of processing different payment methods.

2. Recommendations

- 2.1. That the Executive approve a flexible programme of replacement of coin payment machines for on-street and off-street locations with a cashless alternative and proposals for transition as set out in paragraphs 3.6 - 3.18.
- 2.2. That the Executive approve removal of built-in credit card readers in Brent car parks as set out in paragraphs 3.19 – 3.20.
- 2.3. That the Executive approve a new pricing scheme that incentivises cashless methods of payment for on-street and off-street locations as set out in paragraphs 3.22 – 3.24.
- 2.4. That the Executive approve the proposal that Brent adopt its own cashless parking identity, as part of the future procurement or renewal of the parking contract as set out in paragraph 3.25 – 3.26.
- 2.5. That the Executive approve termination of the voucher payment contract and withdrawal of this payment method as set out in paragraphs 3.29 – 3.30.

3. Detail

- 3.1. Cashless parking has been trialled in Brent since July 2008 and has been borough wide since December 2010. It allows motorists to pay to park their vehicle using a mobile phone and a bank card instead of using coins in a parking machine.
- 3.2. The system offers a wide range of benefits to customers, including choice of payment method, reminders that their parking session is due to end, and extending their parking session using their mobile phone.
- 3.3. Benefits to the council include: cost reductions in respect of coin processing, machine provision and maintenance, costs of enforcement once automatic number plate recognition is introduced in the new parking enforcement contract, reduced theft of cash from machines, reductions in revenue losses and increased revenues from customers paying for extended stays.
- 3.4. The Council has around 730 pay and display machines which are principally based on street but also in 9 council run car parks. This is a much higher number than commonly found in comparable local authorities. For example our future parking partners Ealing and Hounslow have 200 and 350 respectively. Many machines are reaching the end of their reliable life, and without a transition to cashless parking, the council would need to incur the capital cost of replacement.

Existing cashless use

- 3.5. The Council are in the second year of a five year contract with our provider (Cobalt) to provide local cashless parking. Signs on all coin payment machines inform motorists of the cashless alternative. The use of cashless payment is increasing. For on-street parking, usage increased from 4% of total revenue in April 2010 to 17.7% in March 2012. The off-street parking rate of uptake was less, from 2.7% in April 2010 to 10.4% in March 2012. The increase in uptake has occurred with no additional advertising or promotion.

Proposed implementation arrangements

- 3.6. There is a strong case in favour of a move towards cashless parking. Evidence from boroughs that have already made such a change suggests the convenience of extending paid parking times, results in a greater level of parking compliance, especially towards the end of each drivers' parking session. Officers therefore propose:
 - 3.6.1. a gradual and incremental implementation of cashless parking which is reversible in the short term should customer or revenue issues arise; and
 - 3.6.2. a price incentive to encourage higher levels of parking compliance and the most cost effective form income collection.

- 3.7. The proposed approach will be gradual and incremental removal of individual pay and display machines in a way that is easily reversible should issues emerge, such as customer complaints, revenue loss or increases in parking non-compliance. Initially it is intended that machines be decommissioned in small localised pilots only followed by larger scale implementation as problems are identified and resolved.
- 3.8. Payment machines in the pilot will initially be taken out of service by covering them with a sign explaining that it has been taken out of use and providing additional information informing motorists of the alternative payment methods - cashless or other nearby payment machines. With this method payment can be reactivated at very short notice. It is anticipated that this stage will last 2 to 4 weeks.
- 3.9. If this suspension of the payment machine is considered successful, the top of the machine will be physically removed and a bespoke pole will be rented and fixed to the base, and a street sign will be attached with information as to how to pay. It is anticipated that this will be left in place for around 3 to 6 months. The base and electrical supply will be left in place, and this approach also allows easy and quick re-installation of a payment machine if required. This guards against the risk of local communities or motorists rejecting the cashless alternative.
- 3.10. The final step would be the irreversible step of excavating the site to remove the base and electric supply. This is likely to be £300 for solar powered machine, and £600 for mains powered machines. Where signage is required, this will be installed onto other existing street furniture, or onto newly install sign poles. A small stock of removed machines will be retained for spares, with the remaining be sold or disposed to obtain best value for the Council.
- 3.11. The initial criteria to consider for inclusion / exclusion of machines in pilot decommissioning include:
- a. proximity of other payment machines;
 - b. existing levels of cashless payment;
 - c. proximity to locations at which fewer customers are likely to use a cashless option, for example close to luncheon clubs for older people.
- 3.12. The proposed changes to parking as part of the Harlesden Town Centre scheme are planned for implementation in 2013/14. It is proposed that any parking machines within the area be removed as part of the implementation of that scheme.

Timing

- 3.13. The desired outcome of the proposed changes is to maximise driver convenience and satisfaction, whilst minimising operating costs and increasing revenue. Other authorities have found mixed results where over ambitious reductions in coin payments have been pursued. The most successful approach have been those in which authorities have incrementally rolled out temporary 'removal' of payment meters and monitored the impact at each site - using that experience and information to inform whether, or how fast, further removals should be planned. The evidence shows that wholesale removal is often not successful.
- 3.14. A payment machine and coin collection operation - albeit slightly smaller - would be required at the commencement of the next parking enforcement contract in July 2013,
- 3.15. It is intended that the pace and timing of the programme of removal of coin payment machines be flexible and capable of increase if implementation results in high customer acceptance and no loss of revenue. Alternatively the pace and timing can be slowed, put back or even reversed if there are implementation difficulties, customer issues or unexpected revenue losses.
- 3.16. The proposed change to increase the cost of paying by coins only will take around 4 months to implement.
- 3.17. Full implementation will ultimately require amendment of approximately 50 Traffic Management Orders (TMO). Separate Executive reports setting out transformational changes, will also require substantial amendment of the same TMOs, and all the required changes will likely require multiple amendments to most longstanding TMOs. The scale of the changes is such that it is likely that the best approach will be to completely rewrite all affected TMOs.
- 3.18. This is a very substantial undertaking and also involves a statutory consultation period. This process will take around nine months, and will likely necessitate the temporary use of external Order Writers, the costs of which are built into cost estimates.

Off-street parking

- 3.19. The number of payment machines in car parks varies according to their size and usage, with the lowest being a single payment machine and the greatest being four machines. Alike with on-street payment machines, officers propose to pilot gradual and incremental removal in a way that is easily reversible should issues emerge.
- 3.20. Unlike on-street parking, off-street machines include a built-in credit card reader. Since the introduction of cashless parking, usage of this facility has fallen, and the cost of this service is no longer economical. It is proposed that this payment option be withdrawn.

3.21. It should be noted that unlike on-street parking which is zero rated for VAT, VAT is deductible from car park receipts.

Customer pricing

3.22. The cost of processing coins is £1.158m (paragraph 5.3). In 2010/11 there were 2.3 million coin transactions. This gives an average coin handling cost of 49.8 p. per coin transaction.

3.23. Customers wishing to pay by phone currently pay an additional 20p. transaction charge. This is publicly referred to as a '*convenience charge*', and reflects the fee payable to our cashless provider.

3.24. The existing arrangement described above is counter-productive. The lower price for coin payment encourages payment using the method that incurs the greatest cost and risk for the Council. It is therefore proposed that the differential is reversed in order to actively encourage customers to use the payment method with lower collection costs and lower risks. The successful methodology used during the introduction of bus Oyster cards is recommended. Under that scheme, £1 bus fares were changed to £2 for coins and left unchanged at £1 for Oyster payment. A flat fee of 50p is recommended. This would avoid disproportionate rises for coin customers with longer stays, and almost exactly reflect the current cost of coin processing.

On street			
CURRENT		PROPOSED	
Charge	Stay time (hours)	Cashless charge	Coin charge
£ 0.60	1/3	£ 0.60	£ 1.10
£ 1.50	2/3	£ 1.50	£ 2.00
£ 2.40	1	£ 2.40	£ 2.90
£ 6.00	2	£ 6.00	£ 6.50
£ 9.00	4	£ 9.00	£ 9.50

Off street (car parks)			
CURRENT		PROPOSED	
Charge	Stay time (hours)	Cashless charge	Coin charge
£1.00	1	£1.00	£ 1.50
£3.00	2	£3.00	£ 3.50
£4.50	3	£4.50	£ 5.00
£7.50	8	£7.50	£ 8.00

Identity

- 3.25. Cashless parking is currently available using our cashless parking contract's commercial name, internet address and telephone number. This can be confusing for customers. It is therefore proposed that officers investigate, and if feasible implement, new arrangements for cashless parking to be promoted using the Brent brand, a brent.gov.uk URL and a Brent-owned telephone number, which would all redirect to the contractors systems and services.
- 3.26. Officers are not yet able to advise whether this is possible or practical, as this work has not yet concluded. However, if investigations conclude that this is achievable, consent to implement such a change is sought.

Communications

- 3.27. A promotional campaign is planned to include a transformational changes planned for the parking service in the next 12 – 18 months. An example of the first publicity (which is deliberately light on detail, as that will follow later) is attached at appendix B.
- 3.28. In relation to cashless parking there are some key messages: how to pay without cash, building confidence in the system, and encouraging cashless payment. The key opportunities will be machine signage, possibly street advertisement, Brent website and other parking communications with drivers – perhaps leaflets with PCN correspondence.

Voucher scheme

- 3.29. A pilot use of vouchers has been running in Willesden for some time. Vouchers are sold by retailers and may be displayed in a vehicle rather than a pay and display ticket. Vouchers have not proven popular with customers and the running costs are greater than income from vouchers sales - the arrangement runs at a loss. It is proposed to withdraw vouchers from sale.
- 3.30. The change will require replacement of parking signs at a cost of approximately £75k, which will be fully met from the existing revenue parking sign budget.

4. LEGAL IMPLICATIONS

- 4.1. There is no specific legal duty to maintain cash payment options. However there is a general duty for the Council to exercise its traffic order making function to secure the provision of suitable and adequate parking facilities on and off the highway. It is therefore advisable to retain a number of coin operated Pay & Display machines for people who do not own bank cards or mobile phones for at least a year or so while the public gets used to the new arrangements so as to forestall any challenge.

- 4.2. Reference has already been made to the need to make new Traffic Orders in order to introduce the proposed arrangements. The public will have the opportunity of making representations before the Traffic Orders are finalised. The Council will have to give due weight to any objections and will have to balance the inconvenience of reducing cash payment options against the desirability of reducing operating costs.

5. FINANCIAL IMPLICATIONS

- 5.1. This report seeks to make changes to payment facilities in support of the OneCouncil Parking Project (OCP) and is one of a number of reports on this topic. The OCP expects to make financial savings through several work-streams including: future savings from retendering the parking contract, closing the parking shops, improving the collection rate for Penalty Charge Notices and reducing back-office costs through automation. This report - simplification - is just one work-stream. Overall the OCP aims to make the following net savings after allowing for implementation costs:

- 2012/13: £277k; and
- 2013/14 onwards: £300k.

- 5.2. Gross revenue from pay and display parking operations in 2011/12 was £3.98m split between:

- On-street £3.56m; and
- Off-street £0.42m.

- 5.3. The operational cost of the existing arrangements are £1.16m as shown in the table below:

Description	Cost (£)
Cash collection and low-level maintenance (6 technicians, 2 coin counters, 1 supervisor, 1 mgr)	225,000
Contractor vehicles (4 vans)	26,000
Manufacturer machine maintenance	180,000
Machine annual stock depreciation (nil budgeted)	210,000
Tariff changes (annual price rise)	35,000
Data charges	54,000
Cashless transaction charges	100,000
CEO deployment	327,600
TOTAL	<u>1,157,600</u>

The net surplus from existing operations is thus £2.82m per annum, with a third of all revenue received in coins being spent absorbed through the cost of handling coins:

- 5.4. The financial implications of the new proposals are complex and dependent on driver behaviour, but will result in a greater net surplus. Furthermore the explicitly preferred gradual approach to a variable pace of change as described at paragraph 3.13 – 3.15 introduces an additional range of variability into financial forecasting.
- 5.5. The financial implications in this report assume a gradual and steady shift from coins to electronic payment in line with the proportion of machines removed. However, it is possible that the proposed pricing changes set out in paragraph 3.24 result in a very substantial shift from coins to electronic payment even before any machines have been removed.
- 5.6. The savings will be realised in three ways:
 - 5.6.1. **Machine-based efficiencies:** some per machine efficiencies are immediate, for example electricity use (older machines) or data costs (newer machines); and some are annual for example manufacturer maintenance charges. The potential efficiencies here are modest.
 - 5.6.2. **Staggered contractor staff deployment:** If coin usage declines significantly, the need for staff to collect and count coins will reduce to such an extent that it will be possible to reduce deployment of staff and vehicles engaged in this work. The potential staffing efficiencies are significant, but can only be realised in a staggered way, if there is a large move away from coin payment.
 - 5.6.3. **Infrastructure costs:** If and when the final coin machines are removed, the infrastructure around coin payment can be eliminated. This includes staff, managers, vans, secure coin counting premises and safes, banking costs, vehicles and associated operational facilities such as storage of spares, spare battery charging etc.

- 5.7. at the modelling of the financial implications has been done in ‘batches’ of 100 machines, assuming a gradual shift to cashless payment in line with the proportion of machine remaining in use.
- 5.8. This change will lead to an increased cost in respect of charges to our cashless parking provider – ultimately an additional 400k per annum. However, it is anticipated that these will be more than offset by the additional income arising from differential coin charges. It is likely that this additional income will decline steeply once a significant number of coin payment machines have been removed and this assumption is modelled in the table below.
- 5.9. It is assumed that the first ‘batch’ of 100 machine removals will take place in the latter part of this financial year, following which there will be a pause ready for new contract mobilisation. We would then aim to remove a further 200 machines in each of the following years.

<i>Estimated efficiency (£ 000's)</i>	1 st 100	2 nd 100	3 rd 100	4 th 100	5 th 100	6 th 100	7 th 100
	2012/3	2013/4		2014/5		2015/6	2016/7
Cash collection and low-level maintenance	-	(25)		(100)			(100)
Contractor vehicles (4 vans)	-	-		(13)			(13)
Manufacturer machine maintenance	(25)	(50)		(50)	(25)		(30)
Machine annual stock depreciation (nil budgeted)	(28)	(56)		(56)	(28)		(28)
Tariff changes (annual price rise)	-	-		-	-		(30)
Data charges	(6)	(12)		(12)	(9)		(9)
Cashless transaction charges	100	100		50	50		50
Annualised coin charge increase	(250)	(200)		(80)	(30)		-
Machine removal	80	80		80	40		40
Corsets	5	-		-	-		-
Removal pole rental	4	4		4	2		2
Communication costs	5	5		5			10
Traffic management orders	25	-		-	-		-
Machine storage	1	1		1	1		-
Machine sale	(35)	(35)		(35)	(20)		(20)
Electricity	1	1		1	-		-
Project management	10	10		10	-		10
Redundancy	-	20			20		60
TOTAL net savings (annual)	(113)	(157)		(195)	(1)		(58)
TOTAL net savings (cumulative)	(113)	(270)		(465)	(466)		(524)

5.10. The estimated cumulative financial implications are thus:

	2012/13 (Base) £(m)	2013/14 (£m)	2014/15 (£m)	2015/16 (£m)	2016/17 (£m)
Baseline income	3.98	3.98	3.98	3.98	3.98
Less baseline cost	(1.16)	(1.16)	(1.16)	(1.16)	(1.16)
Net surplus	2.82	2.82	2.82	2.82	2.82
Cumulative efficiencies		(0.27)	(0.46)	(0.46)	(0.52)
		3.09	3.28	3.28	3.34

5.11. There will be additional savings from reduced Civil Enforcement Officer deployment from the use of automated number plate recognition technology deployed under the new contract. However, there will be lost revenue from reduced PCN issuance in respect of over-stayers. It is not currently possible to estimate the impact of these issues, and therefore we have worked on the assumption that these two items will net each other off and have a combined neutral impact on financial outcomes.

5.12. This shows a revenue surplus in all years, allowing all implementation costs to be met through revenue, and there are accordingly no capital costs.

5.13. There are no overhanging leasing costs as all machines are owned outright by the Council.

6. DIVERSITY AND EQUALITIES IMPLICATIONS

6.1. The public sector duty is set out at Section 149 of the Equality Act 2010. It requires the Council, when exercising its functions, to have due regard to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, and to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not share that protected characteristic.

6.2. A protected characteristic is defined in the Act as:

- age;
- disability;
- gender reassignment;
- pregnancy and maternity;
- race;(including ethnic or national origins, colour or nationality)
- religion or belief;
- sex;
- sexual orientation.

6.3. Marriage and civil partnership are also a protected characteristic for the purposes of the duty to eliminate discrimination. The previous public sector equalities duties only covered race, disability and gender.

- 6.4. Having due regard to the need to advance equality of opportunity between those who share a protected characteristic and those who do not includes having due regard to the need to remove or minimise disadvantages suffered by them. Due regard must also be had to the need to take steps to meet the needs of such persons where those needs are different from persons who do not have that characteristic, and encourage those who have a protected characteristic to participate in public life.
- 6.5. The steps involved in meeting the needs of disabled persons include steps to take account of the persons' disabilities.
- 6.6. The Council's duty under Section 149 of the Act is to have 'due regard' to the matters set out in relation to equalities when considering and making decisions. Accordingly due regard to the need to eliminate discrimination, advance equality, and foster good relations must form an integral part of the decision making process. Members must consider the effect that implementing a particular policy will have in relation to equality before making a decision.
- 6.7. There is no prescribed manner in which the equality duty must be exercised. However, the council must have an adequate evidence base for its decision making. This can be achieved by gathering details and statistics on who use the service and how the service is used. The potential equality impact of the proposed changes has been assessed, and that assessment is found at Appendix A.
- 6.8. Data on protected characteristics in direct connection with car usage is limited and therefore use is made of wider datasets.
- 6.9. Whilst the attached EIA assessment identifies that there is likely to be a differential impact on the grounds of disability and age, the proposal includes measures to mitigate the impact as described in of the EIA, including:
- free parking (completely avoiding the necessity for electronic payment) for drivers displaying a (disabled passenger or driver) blue badge;
 - a telephone helpline for users that or visually impaired or can speak, but not read English, or are not confident with technology;
 - a text message or smart phone app alternative for drivers that have speech or learning difficulties;
 - development of a retail shop-based cash payment alternative to electronic payment for drivers without a mobile phone or electronic payment account;
 - gradual and phased implementation of changes over 2 – 5 years, that seeks to take account of payment machines that are likely to have a higher proportion of older users, so these machines are removed later; and
 - a communications campaign to increase understanding of changes and mitigations available.

- 6.10. After the extensive mitigation measures described above have been considered, there may be some remaining impact. However, this are likely to be negligible given that it is increasingly difficult to legally buy a car, obtain annual insurance, obtain a driving licence, obtain car tax etc, without a bank account or electronic means of payment or by persons for whom English, or reading are difficult. The council is entitled to consider countervailing factors when deciding what further steps could be taken to further mitigate any impact, or in deciding whether to proceed with the proposals, such factors include the budgetary and practical constraints upon the Council. In the circumstances members are advised that it is reasonable to proceed as proposed.

7. STAFFING/ACCOMMODATION IMPLICATIONS

- 7.1. There are no staffing implications for Council employees.
- 7.2. There are 10 contracted staff and managers engaged in the processing of coins. Within the remaining life of the existing parking contract (up to July 2013) no staffing efficiencies are expected.
- 7.3. Beyond July 2013, it is possible that whichever organisation is awarded the contract, will take steps to rationalise arrangements, especially if the contract is let together with Hounslow and Ealing. If and when further progress is made towards a greater cashless arrangement and the need for contractor staffing of this payment method diminishes, we would seek to handle these reductions through further natural wastage or redeployment within the Brent/Hounslow/Ealing joint arrangement. Nevertheless there remains the possibility that further redundancy costs will be incurred and these are estimated in the table at paragraph 5.9 above.

8. PROPERTY IMPLICATIONS

- 8.1. There are no implications for Brent properties. It is likely that in the first year of the new parking contract July 2013 – Dec 2014 that the new contractor will require fewer cash facilities and these will be the facilities that the contractor is required to provide.

Background Papers

- 23 April 2012 Executive report¹
- EIA supporting analysis data

Contact officers


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¹ <http://democracy.brent.gov.uk/mgIssueHistoryHome.aspx?IId=7054&Opt=0>

Appendix A – Equalities Impact Assessment

Department: Environment and Neighbourhood Services	Person responsible: David Thrale
Service Area: Environment and Protection	Timescale for Equality Impact Assessment :
Date: 31 August 2012	Completion date: 31 August 2012
Name of service/policy/procedure/project etc: Parking Enforcement Review – Cashless Parking	Is the service/policy/procedure/project etc: New <input checked="" type="checkbox"/> Old <input type="checkbox"/>
Predictive <input checked="" type="checkbox"/> Retrospective <input type="checkbox"/>	Adverse impact <input type="checkbox"/> Not found <input type="checkbox"/> Found <input checked="" type="checkbox"/> Service/policy/procedure/project etc, amended to stop or reduce adverse impact Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Is there likely to be a differential impact on any group? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Please state below:
1. Grounds of race: Ethnicity, nationality or national origin e.g. people of different ethnic backgrounds including Gypsies and Travellers and Refugees/ Asylum Seekers Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	2. Grounds of gender: Sex, marital status, transgendered people and people with caring responsibilities Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
3. Grounds of disability: Physical or sensory impairment, mental disability or learning disability Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	4. Grounds of faith or belief: Religion/faith including people who do not have a religion Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
• Grounds of sexual orientation: Lesbian, Gay and bisexual Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	• Grounds of age: Older people, children and young People Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Consultation conducted Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Person responsible for arranging the review: Mark Fairchild	Person responsible for publishing results of Equality Impact Assessment: David Thrale
Person responsible for monitoring: David Thrale	Date results due to be published and where: In connection with the 19 September Executive report on Brent's website
Signed: 	Date: 31 August 2012

Please note that you must complete this form if you are undertaking a formal Impact Needs/Requirement Assessment. You may also wish to use this form for guidance to undertake an initial assessment, please indicate.

1. What is the service/policy/procedure/project etc to be assessed?

Parking Enforcement Review – Cashless Parking

2. Briefly describe the aim of the service/policy etc? What needs or duties is it designed to meet? How does it differ from any existing services/ policies etc in this area

The cashless parking stream of the larger Parking project aims to reduce the number of active parking machines in the Borough, potentially to zero in the long term, to achieve savings from the reduction in the costs of physical revenue collection, machine maintenance and repair, cash reconciliation, and avoid potential costs from a theft from the machines. A “cashless” payment option for on-street and off-street pay and display is currently in place. However uptake has been modest. At the end of March 2012 8.6% of on-street and 3.8% of off-street transactions (17.7% and 10.4% respectively by revenue) were made using electronic methods.

There is currently a 20p “convenience charge” on top of the parking charge when electronic payments are made, but the rates of charging for cash and cashless parking are proposed to be changed as part of this project justified by the higher operational costs of the cash parking machines and to incentivise the cashless option. Following the successful approach taken by Transport for London during the introduction of Oyster Cards on London buses in 2005, when they increased the cost of cash payment by 100%, Brent proposes to adopt a similar model save that the increase will be at the lower rate of 25%, rounded up to the nearest 5p as this is the lowest denomination coin accepted by the machines (the increase ignores the 20p convenience charge levied on the cashless users, although this may change in a future project and be absorbed into the parking charge).

There are just over 700 parking machines in Brent of which 17 are located in 9 car parks. Figure 16 in the supporting analysis section shows the location of active parking machines in the borough.

Any machines that are taken out of service will not be permanently removed at this stage. Instead they will be covered with a bag preventing customers from using them. This will allow them to be brought quickly back into service should it become necessary, because of customer complaint or other observations.

It should be stressed that this project will only affect the method of payment for parking, and not the provision or availability of it. What this will in turn affect is the convenience of a cash payment location (parking machine or otherwise – all options would specifically avoid the need for a Council operative to collect the cash) to the parking space, and may therefore require a change in the current enforcement policy regarding an observation time (currently zero) to allow users a certain amount of time to visit the closest cash payment site and return. It may have to take into account the possibility that they may have to queue at this site on top of the travel time. In this case mobility may also be an issue that will have to be taken into account. Such alternative cash payment locations will be in the form of local retailers who will be part of a system to allow them to accept payment for the parking sessions. A number of such systems are available commercially and one such will be procured.

There are a number of mitigation options, listed in the supporting analysis section, which will be implemented to reduce the impact on those who for whatever reason cannot take up the cashless option. These are:

- a staggered introduction of the project;
- the ability to quickly bring machines back into service should the need arise;
- an initial thinning out of machines rather than block removal from an entire area;
- consideration of services in the area that might be used in greater proportion by the groups identified as most at risk of being affected by the changes; and

- extended observation time on parked vehicles to allow users with lower mobility time to access a cash option, which may not be as close as the original machines were.

Further mitigation plans are considered for specific disability groups below,

The progress of the project will be closely monitored in each area to allow machines to be reactivated if the need arises. This will be achieved by directly monitoring both overall customer volume (number of parking sessions) and the proportion making use of the cashless system. This will be monitored across the Borough as a whole, and at specific locations where the data collection allows, meaning that the impact of the programme in specific locations can be picked out. Furthermore the number of any complaints pertaining to the changes will be closely monitored. The frequency and duration of the monitoring will be weekly for the first two months for every location where the programme is rolled out.

3. Are the aims consistent with the council's Comprehensive Equality Policy?

This project is consistent with the Council's aim to ensure that the services provided are relevant to the needs of the community.

The EIA is carried out to support good decision-making and to encourage the organisation to understand how different people will be affected by the proposed deactivation of cash parking machines to promote a switch to cashless parking so that the proposed service offer is appropriate and accessible to all and meets the needs of different people.

This EIA complies with the Equality Duty placed on public organisations to have due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Equalities Act 2010
- Advance equality of opportunity between people who share a protected characteristic and people who do not share it
- Foster good relations between people who share a protected characteristic and people who do not share it

The project is consistent with the aim of the council's Equality Policy to ensure that: "services must be relevant, responsive and sensitive and that the council must be perceived as fair and equitable in its provision of services".

The project will ultimately aim to improve the quality and value for money of the service offer to our residents.

The cashless parking system will allow users to pay for their parking session from the convenience of their own vehicle; this will then avoid the need for them to visit a parking machine and to carry the cash to pay for a session. This will also improve the safety of the individuals, perceived or otherwise, as they can make the payment without having to leave the vehicle.

Those service users who find the cash payment physically difficult will also find that, even if text messaging is similarly difficult, the helpline option will enable them to utilise the cashless system and avoid a difficult cash transaction.

It is worth also noting that the electronic payment option is offered in a large number of other locations across London and nationally, and those choosing to use the service in Brent will be able to use the same account to pay at many of these without further registration (similarly in Brent if they have previously registered to use parking elsewhere).

The cashless system also has a lower operating cost than the cash parking machines, and will therefore offer a saving to the Council once a significant number of parking machines are deactivated, all other levels of use remaining equal. This lower operating cost is reflected in the increase in charges for cash payment.

4. Is there any evidence to suggest that this could affect some groups of people? Is there an adverse impact around race/gender/disability/faith/sexual orientation/health etc? What are the reasons for this adverse impact?

The equality assessment has been undertaken to determine the impact of the deactivation of parking machines, the method of payment to be shifted to the currently available but underused cashless option, bearing in mind that alternative cash payment options will be introduced, and taking into account that an increase in the price when paying by cash will be introduced to incentivise the change to cashless methods. Alternative cash payment options will be in the form of a system whereby local retailers can accept the cash payment for a parking session, of which a number of suppliers are available to provide this service via retail outlets. The following key stakeholders will be affected or potentially affected by the proposal:

- Brent residents driving within the Borough to use car parking
- Non-Brent residents driving from outside the Borough to use car parking

An assumption that those parking in Brent may be equally drawn from Inner and Outer London, as Brent sits between both in terms of its location, and so where possible statistics for London have been used to investigate characteristics of this population, however in some cases those for England or the UK are the only available. It was decided that it was not suitable to restrict the investigation to the characteristics of Brent only, both on the above grounds and that relevant data was not available at this level. It should be stressed that no equalities data is collected on the users of parking in Brent as the transaction is not one that allows for that level of interaction. There is no data specific to users of Brent Parking, and indeed no data combining the key factors relevant here: the access to a car and the ability to drive one, the possession of a mobile phone, and to hold a bank account that can be used to make payments over the phone. Such data is not even available at a national level. Where possible data on these three factors, specific to the groups with protected characteristics, has been used at the London-wide level, but in some cases such information was only available at country or national levels.

The assessment has considered the overall aims of the proposal and there is some evidence to suggest that some groups of people may be adversely affected.

The reasons and the mitigating actions are explored in section 2 and more fully in the Supporting Analysis section.

1. Grounds of race

Research by the Department for Work and Pensions (DWP) for their Family Resource Survey (2010/11) indicates that while 4% of London households had no bank account (suitable for cashless parking), but looking at the ethnicity of the heads of households nationally this figure is between 5% for Chinese or Other Ethnic Groups increasing to 6% for Mixed, Asian or Asian British, Pakistani and Bangladeshi, and Black Caribbean groups, 7% for Indian and Black or Black British groups and 8% for Black non-Caribbean groups (compared with 4% for White groups). Lacking such an account would prevent the user from accessing the cashless option, and therefore be subject to any inconvenience in accessing the cash option and the increased parking charges for cash users.

The same survey investigated household income by ethnic group and found that Asian and Asian British, and Indian groups had higher incomes than White groups, and will therefore be less exposed to the increase in the cash payment cost. The Mixed, and Chinese or Other Ethnic Group groups were roughly similar to the White group and cannot be considered particularly more exposed to the increased price. Some groups had lower household incomes and can be considered more at risk of adverse impact from the increased charges: Pakistani and Bangladeshi, Black or Black British, Black Caribbean, and Black Non-Caribbean.

No information was available regarding the take up of mobile phones among different ethnic groups, however the OFCOM Communications Market Report 2012 notes that 93% of adults in "urban England" own or use a mobile phone.

In the Department for Transport's (DfT) National Travel Survey (2010) there is data on the ability to

drive and access to vehicles, and ethnicity. While overall 32% of individuals either could not drive or did not have access in their household to a car or van, this is 31% for White groups (30% for White: British) and 39% for Asian: Indian groups, increasing to as high as 64% for Black: African groups, with a spread in between for other groups mostly in the 50% region.

Where race is an indicator of a group that may not have English as a first language they may have difficulty accessing the phone service, however a telephone helpline does exist to help people who can speak, but not read English, and the online option is also there allowing users to register for the service in a more relaxed manner. Once set up, the action of sending a text to use a parking session requires no more fluency in English than operating a parking machine. Brent Council currently only offers assistance materials for other languages upon direct request from a user, such materials will therefore only be created on an ad-hoc basis.

Altogether, although the rate of bank account holding is as high as double for some BAME groups compared to White, the proportions of individuals with access to a vehicle is much lower. Although it can only be speculated whether there is likely to be any correlation between those with vehicles and those with bank accounts the relatively low numbers of individuals without an account, coupled with the generally high take up of mobile phones, and the comparatively lower likelihood of driving and therefore requiring a parking space, any impact on grounds of race is likely to be small.

2. Grounds of gender

The DWP report (2010/11) indicates that overall the proportion of adults with no bank account in the UK is equal for males and females at 6%, although there are variations in this across age groups, however never by more than two percentage points.

There was no information on mobile phone usage and gender.

From the DfT survey (2010) there was information regarding gender in the form of proportions of those holding a full driving license, regardless of whether there was access to a vehicle. For males the proportion with a license was 80% while for women it was 66%, although there was much variation across the age groups. In the youngest age group 17-20 the proportions were roughly equal at 35%, but a gap gradually widens until for 70+ 78% of males have a license while only 41% of females do. Between these ages the proportions increase to a peak in the age groups 40-49 and 50-59 before dropping off again, the fall being much more pronounced for females. There was also a single statistic showing that 26% of males and 38% of females in households either have no access to a vehicle or are not able to drive, which is a roughly similar effect.

Impact on grounds of gender will therefore be very low, but likely to be greater for males if you assume that as proportionally more of this group have licenses more are likely to be driving and parking.

3. Grounds of disability

There is no information on ability to drive or access to a vehicle, or on mobile phone take up, amongst disabled groups, and there is very little on the proportions without a bank account. The DWP (2010/11) found that the proportion of households containing one or more disabled persons without a bank account was slightly higher than for households in London at 6%. Therefore there will be little impact on grounds of disability due to the policy basis, however the practical realisation of the project may have an impact as described below, while noting that residents registered as disabled whom have a blue badge will not be affected by the changes as they may park free of charge in any of the pay and display bays.

Sight Impairment

Users who have a sight impairment but who are still able to drive will be able to make use of the cashless system in almost all cases. Users can call a helpline if their impairment makes the use of text messages difficult.

Hearing Impairment

Hard of hearing users may have difficulty accessing the phone line to register and use the cashless

system; however text message and internet options exist allowing them alternative routes to access. Currently no provision for adaptations for the deaf or hard of hearing exist on the helpline.

Mental Health

Individuals with a mental health condition should not be affected by the proposed changes.

Learning Disability

Individuals who are capable of driving are assumed to also capable of utilising the cashless option; a helpline is available for those unable to use the text message option.

Mobility Issues

Including those who are physically impaired, and those with a long standing illness
Those individuals with mobility issues who cannot use the cashless option may find the cash payment locations not as convenient as currently, and may take longer to reach them and return to the vehicle with the evidence of payment (if the cash system works that way). A change to the observation time allowed before a parking penalty is issued will be implemented to mitigate impact on these users. The helpline is available for those who find using text messages difficult for physical reasons but are still able to use a phone for voice calls.

In addition the location of the machines will be taken into account, and those in locations found to be in frequent use by such groups will be de-prioritised for deactivation.

Where users are able to make use of the cashless option they will find it more convenient and safer than having to take cash to a parking machine.

4. Grounds of faith or belief

None identified

5. Grounds of sexual orientation

None identified

6. Ground of age

The DWP research (2010/11) indicated that the proportions of individuals in the UK with no account varies with age, from 9% in the 16-24 age group, then dropping quickly in the age groups from 25-84 to 5% or so, but rising again to 7% for those over 85. This does not present a particularly large difference across age groups.

The OFCOM report (2012) states that for age groups between 16 and 54 97%-99% of adults own a mobile phone, but this drops to 91% for 55-64 and falls further to 68% for those over 65. Looking at households and the individuals within them the picture is very similar, with 98%-99% for those in groups between 16 and 54, 94% for 55-64, 89% for 65-74, and finally 62% for those over 75.

The DfT survey (2010) looks at proportions of those holding full driving licenses by age and finds that for younger adults around 35% have a license between 17-20 years old, but this quickly increases to a peak of around 81%-84% between 30 and 59, then dropping slowly to 79% for 60-69, then down to 57% for those over 70.

Again it can only be speculated how these factors may be correlated within the population, however the older groups are much less likely to have a mobile phone and so be able to make use of the cashless option. They are also slightly more likely to be without a bank account, but actually it is the younger people who are the least likely, although the difference is not very large, just a few percentage points. Both these affects may be somewhat mitigated by the relatively lower likelihood of these groups to be driving.

For those who are less confident with mobile phone technology a helpline does exist, and the process of setting up an account can be accessed at a more relaxed pace online. This will be mitigated by considering the location of a machine to be deactivated carefully, and special consideration will be

given to any nearby services that might make it more likely for older people to wish to use those parking spaces in particular.

Older people may also be more affected by mobility and the convenience of the cash payment locations moving further away. This will be mitigated by a change to the observation time before a parking penalty is issued.

Where users are able to make use of the cashless option they will find it more convenient and safer than having to take cash to a parking machine.

7. Gender reassignment

None identified

8. Maternity and pregnancy

None identified beyond mobility issues considered elsewhere.

9. Marriage and Civil Partnership

None identified

10. Socio-economic / income

This is not a specific protected characteristic group but may be a factor for a range of protected characteristic groups.

The DWP survey (2010/11) found that for households with a weekly gross income of more than £500 2% or less had no suitable bank accounts. However, as that income decreased the percentage of households quickly rises to 7% for £200-£300, and to a maximum of 11% for those on £100 or less.

The OFCOM report (2012) uses the National Readership Survey socio-economic classification to describe mobile take up. For the aggregated group ABC1 (non-manual workers of all levels) 97% of households had a mobile, for C2 (skilled manual workers) it was 96%, but for the aggregated group DE (semi-skilled and unskilled manual workers, and pensioners, low grade workers and those on benefits only) it was only 87%.

Using a different classification based on equivalised household income quintiles the DfT survey (2010) found that for individuals in households those who either had no access to a vehicle or were unable to drive was only 13% for the top income quintile, and gradually increased to 57% for the lowest.

Once again, it is impossible to speculate how these factors may be correlated, but those on the lowest income, while being least likely to have a bank account or mobile phone, are also the least likely to be able to drive, or have access to a vehicle. For the lowest incomes the cost of running a car may be prohibitive beyond what these statistics indicate. However, for anyone needing to park in the lower groups the impact of the 25% increase in cash parking costs is going to affect them the most, as a proportion of their income. It is important to note that those who use a Post Office Card Account to receive their benefits, but have no other bank account will not be able to use this to access the cashless system.

There is no mitigation in place to assist those on the lowest incomes who need to park but are unable to use the cashless system because of a lack of mobile phone or bank account, and will therefore be exposed to the increased cash charges,

5. Please describe the evidence you have used to make your judgement. What existing data for example (qualitative or quantitative) have you used to form your judgement? Please supply us with the evidence you used to make your judgement separately (by race, gender and disability etc).

The evidence for the points in section 4, as described under each heading, can be found in the supporting analysis section at the end of this document. The data for this has been drawn from surveys and research:

- National Travel Survey 2010 (published July 2011) by the Department for Transport
- Family Resources Survey 2010/11 (published June 2012) by the Department for Work and Pensions
- Communications Market Report 2012 (published July 2012) by OFCOM

It must be stressed that no data on the users of parking in Brent exists, particularly regarding equalities groups. For reasons described elsewhere in this report the data used to support the conclusions has been drawn from research at a London-wide, or where that was unavailable, a country or national level. It is assumed that those parking in Brent are not drawn solely from within Brent and so no consideration of the particular characteristics of the population of Brent has been made.

6. Are there any unmet needs/requirements that can be identified that affect specific groups? (Please refer to provisions of the Disability Discrimination Act and the regulations on sexual orientation and faith, Age regulations/legislation if applicable)

For many groups there are no unmet needs that can be identified, however for some disability groups specific considerations have been made.

Sight Impairment

Users who have a sight impairment but who are still able to drive will be able to make use of the cashless system in almost all cases. Users can call a helpline if their impairment makes the use of text messages difficult.

Hearing Impairment

Hard of hearing users may have difficulty accessing the phone line to register and use the cashless system; however text message and internet options exist allowing them alternative routes to access. Currently no provision for adaptations for the deaf or hard of hearing exist on the helpline, but it may be possible to introduce these to the service.

Learning Disability

Individuals who are capable of driving are assumed to also be capable of utilising the cashless option, a helpline is available for those unable to use the text message option.

Mobility Issues

Including those who are physically impaired, and those with a long standing illness. Those individuals with mobility issues who cannot use the cashless option may find the cash payment locations not as convenient as currently, and may take longer to reach them and return to the vehicle with the evidence of payment (if the cash system works that way). A change to the observation time allowed before a parking penalty is issued will be implemented to mitigate impact on these users. The helpline is available for those who find using text messages difficult for physical reasons but are still able to use a phone for voice calls.

Mobility issues may have an impact on grounds of age; the same mitigations apply as above.

In addition the location of the machines will be taken into account, and those in locations found to be in frequent use by such groups will be de-prioritised for deactivation.

7. Have you consulted externally as part of your assessment? Who have you consulted with? What methods did you use? What have you done with the results i.e. how do you intend to use the information gathered as part of the consultation?

No external consultation has been performed as part of this assessment.

8. Have you published the results of the consultation, if so where?

N/A

9. Is there a public concern (in the media etc) that this function or policy is being operated in a discriminatory manner?

None at this point (as there is no awareness of it), however a recent blanket removal of parking machines to enforce a switch to cashless parking in Barnet was not well-received and was the target of negative media coverage.

10. If in your judgement, the proposed service/policy etc does have an adverse impact, can that impact be justified? You need to think about whether the proposed service/policy etc will have a positive or negative effect on the promotion of equality of opportunity, if it will help eliminate discrimination in any way, or encourage or hinder community relations.

As long as mobility issues can be mitigated the impact of this project should not have an overall adverse effect, as the cashless system will be cheaper for the user (pending the cash price increase), more convenient and quick to use to pay for parking, and save the Council money in the reduced requirement for revenue collection, machine maintenance and other associated expense.

The concurrent increase in price to be implemented for the cash payment methods will impact those on lower incomes more than others, but it is justified by the higher operating costs of the cash parking machines.

In the case of grounds of race or socio-economic group while those with protected characteristics have been shown to be both the less likely to hold a bank account, and in the case of the lowest economic groups less likely to have a mobile phone, it has also been shown that they are also less likely to have or drive a car. While the first two factors will mean that such individuals will not be able to use the cashless option, and will therefore be exposed to the increase in the cash payment price, they are also the least likely to require parking. Although it has not been shown that any of these are correlated – so there is no way to know whether those individuals without bank accounts are also those without mobile phones, and yet amongst those who do drive a car – this is the best information available.

Where grounds of race indicates a lack of fluency in English there may be an adverse impact if the user were unable to interact with the cashless system, and therefore was left with no choice but to pay the higher cash charges. This is mitigated by the fact that the cashless system is not very much more complicated than the current machines, and is further justified by the Council's general position that language support will not be given except when specifically requested by the user.

11. If the impact cannot be justified, how do you intend to deal with it?

N/A

12. What can be done to improve access to/take up of services?

A communications plan to boost take up of the cashless option should be initiated at the earliest opportunity, followed by further communications to specifically outline the project, its aims, expected outcomes, and the locations of its implementation (as it will be staged).

Those groups most likely to be impacted or have more concerns about the project can be engaged with directly through the various means available, and this will also form part of the communications plan.

No further detail is available at this time.

13. What is the justification for taking these measures?

If take up can be boosted before the project gets underway the transition will be smoother and the focus can be more on helping those most affected groups during the project itself.

14. Please provide us with separate evidence of how you intend to monitor in the future. Please give the name of the person who will be responsible for this on the front page.

The progress of the project will be closely monitored in each area to allow machines to be reactivated if the need arises. This will be achieved by directly monitoring both overall customer volume (number of parking sessions) and the proportion making use of the cashless system. This will be monitored across the Borough as a whole, and at specific locations where the data collection allows, meaning that the impact of the programme in specific locations can be picked out. Furthermore the number of any complaints pertaining to the changes will be closely monitored. The frequency and duration of the monitoring will be weekly for the first two months for every location where the programme is rolled out.

15. What are your recommendations based on the conclusions and comments of this assessment?

Close monitoring for complaints and comments at each location at the start of the project is required, although this could be reduced if the early stages are successful. Weekly monitoring of usage levels, cashless proportion, and any complaints arising will be conducted weekly for the first two months of roll out in any specific location.

There are no specific recommendations for monitoring the impact on equalities groups, for the same reasons that no specific data was available on these groups to be used in this report. The parking transactions do not allow such information to be collected. However, it will be possible to monitor these for any complaints generated by the project, and this information will be monitored.

Should you:

1. Take any immediate action? **No**
2. Develop equality objectives and targets based on the conclusions? **No**
3. Carry out further research? **No**

16. If equality objectives and targets need to be developed, please list them here.

N/A

17. What will your resource allocation for action comprise of?

Resources for monitoring the introduction sites.

If you need more space for any of your answers please continue on a separate sheet

Signed by the manager undertaking the assessment:



Full name (in capitals please): DAVID THRALE

Date: 31 August 2012

Service Area and position in the council:

Head of Service, Safer Streets, Environment and Neighbourhood Services

Details of others involved in the assessment - auditing team/peer review: John Birkett

EIA supporting analysis

Availability of data on service and service users

The only data available on the current service is the location of the parking machines, and the total revenue and total number of transactions made, broken down by on- and off-street, and cash or cashless mode. There is no demographic data available on service users at all, neither is there any information on how far they have travelled to park or their reasons for the journey and choice of parking location. In fact, the only thing that can be said with any certainty is that the parking payer must have access to a mobile phone (for the most convenient use) and a bank account. The payer needn't even be the car driver or owner, however in the following analysis this will be ignored as a negligible situation, and the assumption is made that the payer is the car owner and driver.

To get around the lack of data on specific users the analysis will assume that they are drawn from the local area (including neighbouring boroughs). The assumption will be made that the service users will be drawn from a population similar to that of London as a whole. This need not imply that service users come from across London, but that as Brent is positioned roughly half-way out from the centre of London users may be drawn from both Inner and Outer London in proportion with the population as a whole. This assumption allows use of some datasets produced at no smaller than a regional level. However, some data is only available at a national level. This represents the only way to include any robust data in this analysis.

One group that can be disregarded is service users with a registered disability. These users are entitled to a Blue Badge which allows them free parking at any of the Pay and Display locations in the Borough. As such they will never need to use either a parking machine or the cashless options.

Comparing population bases

Whilst in some way or other every local authority in the UK is unique, it is illustrative to examine some of the aspects that may need to be considered in relation to various diversity groups.

The Department for Communities and Local Government's English Indices of Deprivation 2010 (<http://www.communities.gov.uk/publications/corporate/statistics/indices2010>) has a domain that specifically looks at income. This takes into account the proportion of individuals in receipt of various income support payments. A rank is awarded to each LSOA in England (an LSOA is an area defined by the Office for National Statistics as part of their 2001 Census result publication procedure, roughly speaking they build up into Wards. There are 174 LSOAs in Brent). By categorising them into deciles we can count how many there are in each national decile within a smaller region, and so compare proportionally the distribution of deprivation in such a region. In figure 1 we compare Brent with Inner and Outer London, the whole of London and England (the deciles are obviously equally distributed in England). What it shows is that London is much more deprived than England as a whole, and lying somewhere between the even higher deprivation of Inner London and the slightly lower deprivation of Outer London. However, Brent is very much more deprived than all of these, in fact around

96% of the LSOAs in Brent are in the most deprived half nationally (compared with around 69% for London), and no areas in the 20% least deprived nationally.

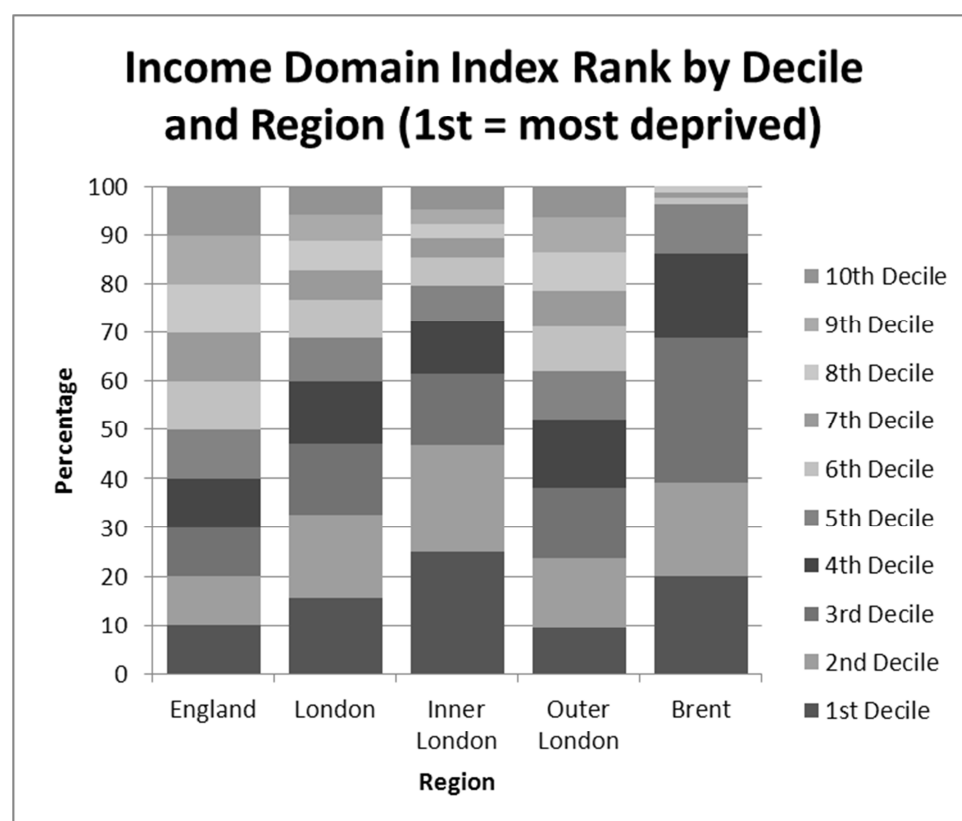


Figure 1

A supplementary Income Deprivation Affecting Older People Index is also produced with the indices, looking only at the proportion of those aged 60+ and living in income deprived households, a subset of the Income Domain population. This is presented in a similar way in figure 2. While the relation between London and England is almost the same as in the general Income Deprivation domain this time Inner London is substantially more deprived, Outer London a little less deprived, and Brent is still the most deprived (although in a very similar distribution to the Income domain) with 97% of areas in the most deprived half nationally (this time with no areas in the 30% least deprived nationally).

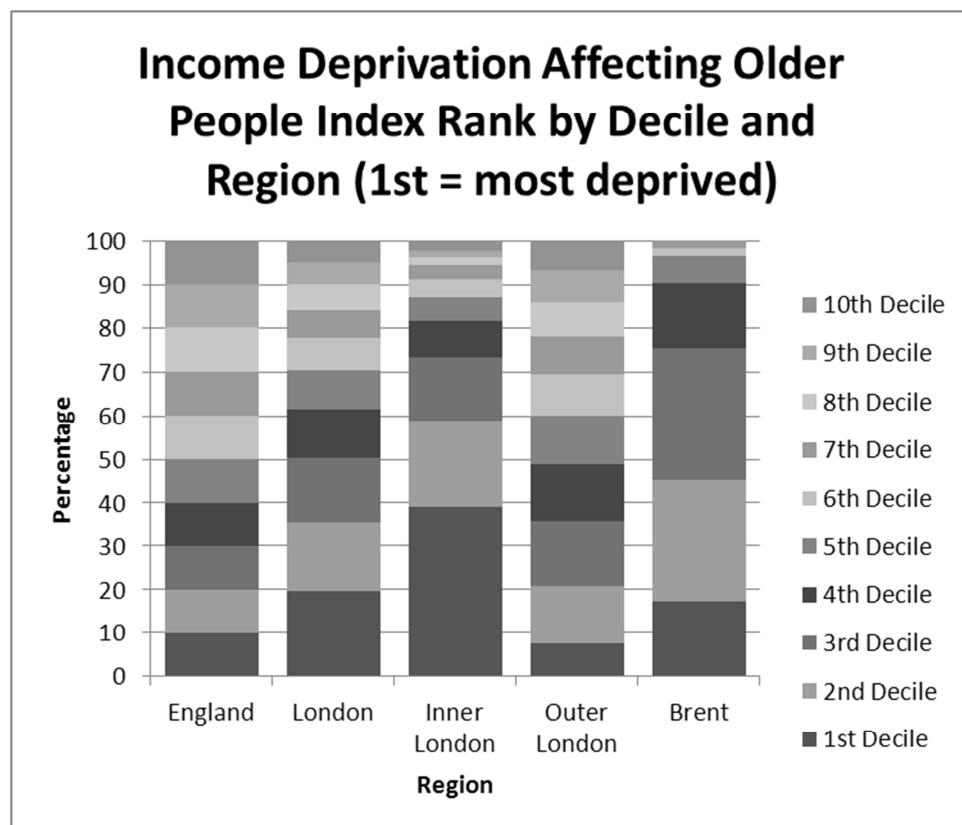


Figure 2

As the detailed results of the 2011 Census are not yet released the most recent estimate of ethnic populations is the Office for National Statistics' Population Estimates by Ethnic Group for mid-2009 (Table EE1, Population Estimates by Ethnic Group Rel.8.0, Office for National Statistics, 2011). An analysis of this is displayed in figure 3. While Brent clearly has a far lower proportion of White groups than England, or London, or indeed the Inner or Outer parts of London, this is mainly due to the much higher proportion of Asian or Asian British, and Black or Black British groups, Mixed, and Chinese or Other Ethnic Group groups being more in line with the London proportions. It can also be seen that London has a much lower proportion of White groups than England as a whole.

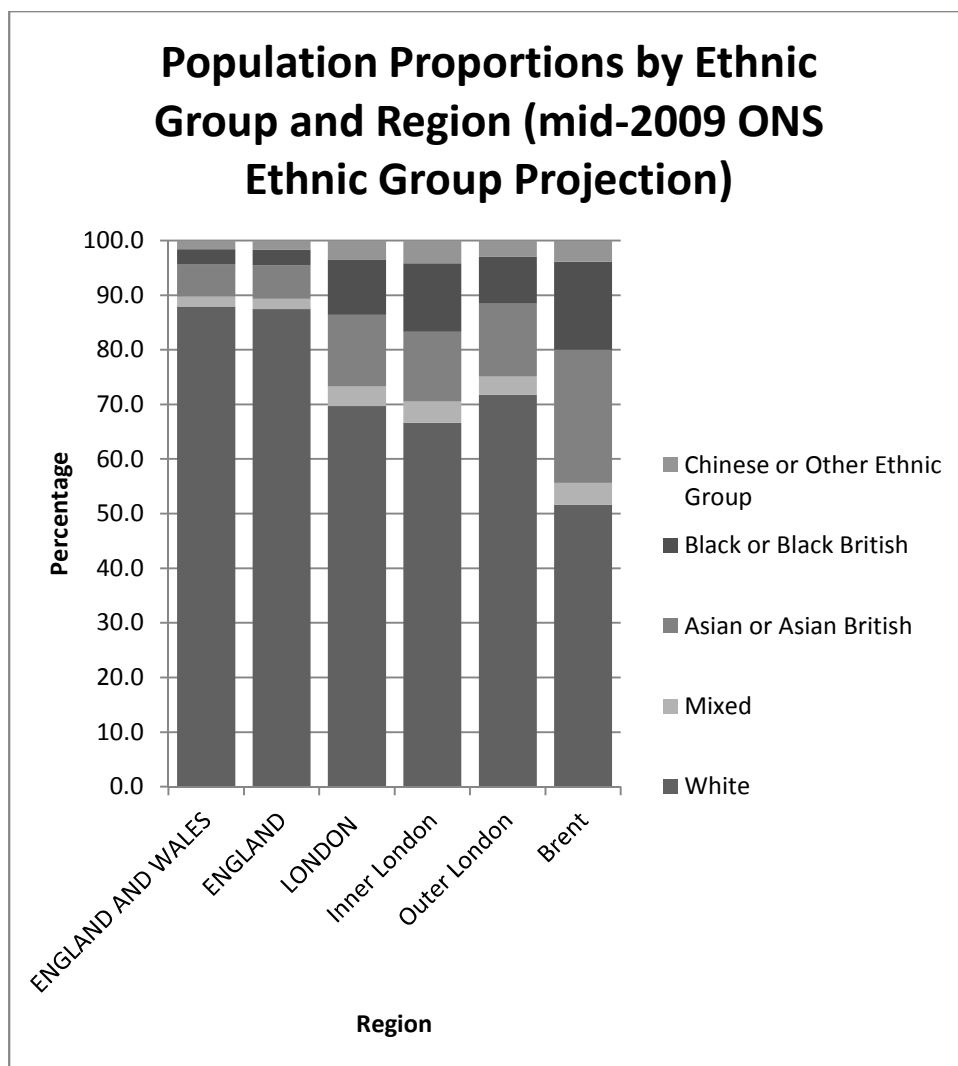


Figure 3

Headline figures for the 2011 Census (<http://www.ons.gov.uk/ons/guide-method/census/2011/index.html>) have been released, and we can investigate the age breakdown in 5-year groups using this information. This is shown in figure 4. Generally speaking the age breakdown of London and Brent are very similar across all age groups, both being significantly higher than England in the 25-34 ranges and somewhat lower at 55 and above.

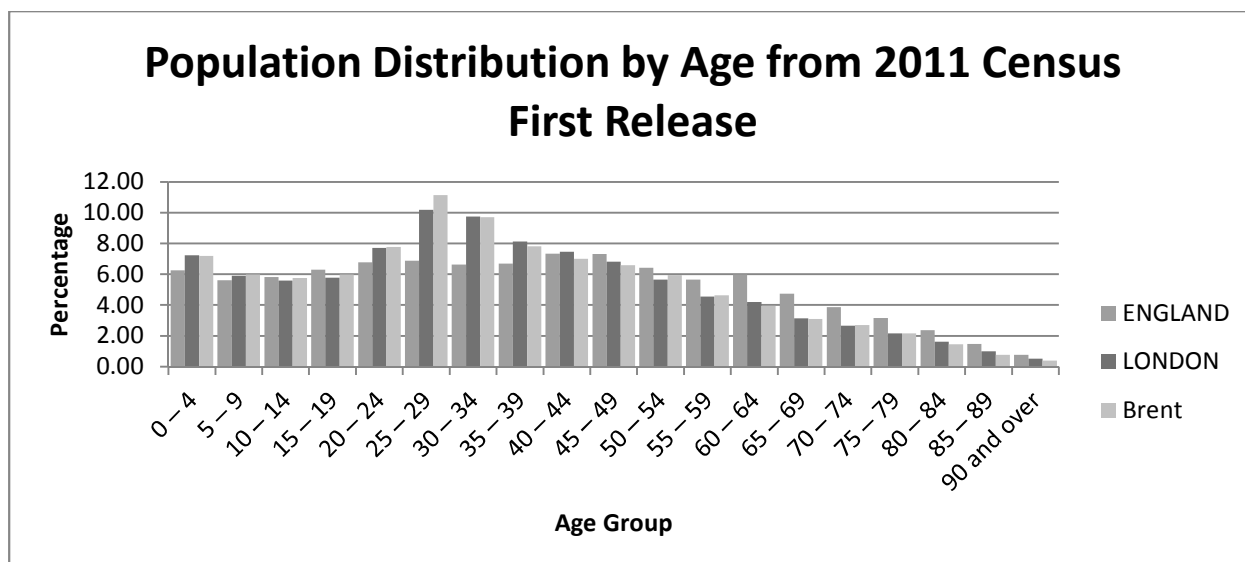


Figure 4

This does indicate that the residents of Brent, living in more deprived areas than London as a whole, may be impacted more by the proposed changes, but it must be stressed that there is no evidence whatsoever that all those parking in Brent come from Brent (indeed, given the contiguous built-up areas surrounding the Borough this would be a somewhat unlikely assumption), and the only sensible way to approach the analysis is to look at the population of London as a whole where possible. This is important to do where possible as the population of London is shown to be substantially different in make-up from England as a whole, so the distinction is important.

Requirements for cashless parking – effect on service users

The requirement for the use of the cashless parking system is that the user must have both a mobile phone (this is not quite true as spaces can be pre-registered online or by a fixed phone line and apps are available for other mobile devices, however for convenient usage the minimum requirements can be considered as stated) and a bank account. As mentioned above it will be assumed that the user is also the owner/driver of the car. It should be noted that all three groups can be considered independent – while there is obviously no reason why car ownership or driving is dependent on having a mobile phone, or vice versa, it is perhaps not so obvious that there are still ways to own, run, and tax, a car without a bank account (by paying in cash at a Post Office); similarly a driving license can be acquired without a bank account (again by paying in cash at a Post Office); mobile phone users also need not have a bank account (if they are using a pre-pay top-up service that can be paid for in cash). This analysis will aim to determine what proportion of which groups may be excluded from using the cashless service, as any user already able to use the cashless service or ready and able to make the switch will be unaffected by the project. Those excluded will then find themselves subject to the increased charges.

This analysis does not consider those drivers who may be renting a car or using one as part of a car-club scheme, nor does it consider motorcycle riders.

Data exists that can help us to build a picture of individuals with these three characteristics, and even combinations of them with other shared characteristics. This does limit the ability of this analysis to determine the impact of the proposed change to the service, but can be used to indicate a range that the true impact should lie within.

As part of the project the cost of cash parking will be increased as an incentive to switch to cashless parking. This will impact most on those who cannot access the cashless service, but will also impact those who feel unable to access it. This latter group will be ignored as having chosen to do so, rather than being compelled, as little or no data exists on these individuals (examples could include those whom distrust an electronic method over a physical parking slip, or those who lack confidence in the security of details given to a contractor).

Project deployment and mitigation of effects

A number of different mitigation methods will be built into the deployment methodology to minimise any adverse effects. These are as follows:

- Staggered introduction – the parking machines will be deactivated in stages over an extended period of time as the project is rolled out gradually, allowing the response to be monitored and adaptations applied to later stages
- Rapidly reversible deactivation – deactivated machines will not be removed, rather covered; should they need to be redeployed the covers can be removed and the machine reactivated at short notice
- Thinning out initially rather than complete deactivation – cash payment options through a reduced cash parking machine network will likely remain available in the short- to mid-term
- Adopting an alternative cash payment option – this has yet to be determined, and will depend on customer demand, location(s) of the alternative cash payment option and the available commercial options available within the marketplace. Further investigation into the possible options will be undertaken by officers during the implementation phase of this project
- Location-sensitive introduction – the decision to deactivate a machine will also take into account the proximity of locations that may be high-probability destinations for those least likely to be able to go cashless. Such locations are yet to be identified

Where available some mitigations specific to different disability groups will be used to further lessen the impact on these users, although it should be noted that any user who is registered as disabled will be eligible for a Blue Badge and exempted from any parking charges.

More general issues of mobility need to be considered because Brent currently operated under a zero observation time model – if an enforcement officer observes a vehicle without a current parking session a penalty charge can immediately be issued. This observation time will have to be increased to allow service users time to get to the nearest cash payment machine or outlet

which will not be as close as before. This will mitigate any impact for these users who will then have time to access a cash payment option and return to the vehicle before being issued with a penalty charge.

Analysis – Car Drivers

The Department for Transport (DfT) conducts the National Travel Survey (<http://www.dft.gov.uk/statistics/series/national-travel-survey>), which collects information on the travel habits of the population. The most recently available statistics relate to the 2010 survey, which was made available in July 2011.

Information on persons in households with or without a car/van is presented and broken down by household real income quintiles, for Great Britain (DfT table NTS0704). Combining the groups to those without access to a vehicle or unable to drive, and all others (who do have access to a vehicle) gives figure 5 (please note that these figures have been aggregated from rounded figures). It shows how the proportion of individuals without access to a vehicle, or the ability to drive it, decreases as the real household income increases (this is the gross income equivalised using the McClements Scale). In the lowest real income quintile less than half of individuals have access to a vehicle and are able to drive, increasing to more than 6 in 7 in the highest quintile (it is around a two thirds overall).

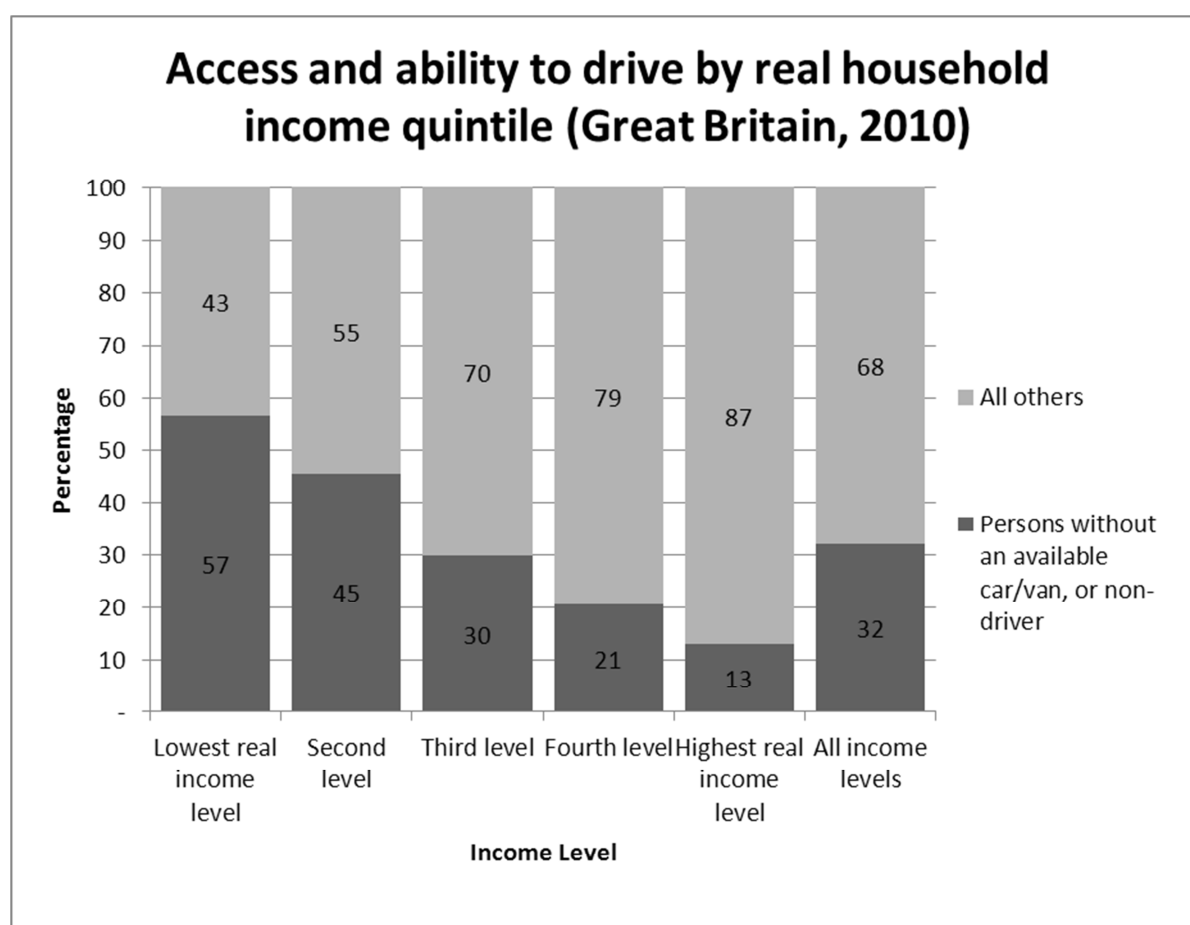


Figure 5

If we look at the proportions of households with no car or van, in figure 6 (based on data from DfT table NTS0703), then the differences are not as striking with around

half of households in the lowest quintile not having access to a car or van, dropping to only 1 in 11 in the highest quintile (for Great Britain the figure is 25%).

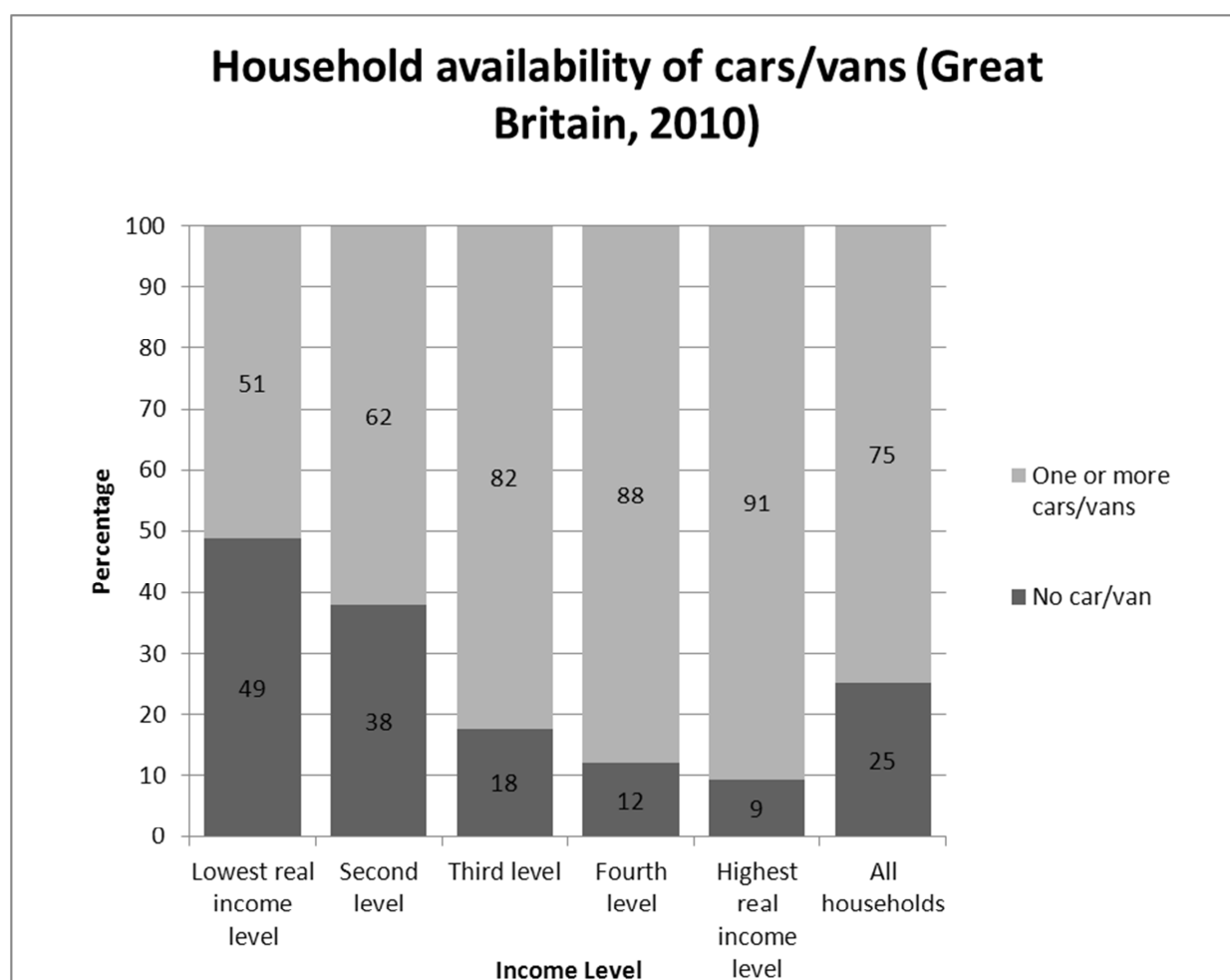


Figure 6

A comparison of the CACI PayCheck dataset for London and Great Britain shows that in both 2010 and 2012 datasets the distribution of equivalised household income was towards higher incomes across the board in London compared to Great Britain. This means that in London there is a smaller share of the lowest quintile nationally than an even national distribution would give, and a larger share of the highest quintile. The middle quintiles are about the same size in London as in the country as a whole. It should be noted that this does not take account of the effect of living costs on actual disposable income.

Figure 5 indicates that, if we assume individuals in the lowest and second income levels might find the increased cost of the cash option more of a drain on their resources, as the proportion of individuals in these groups who might actually be parking is much lower than in the middle and upper quintiles. Furthermore, the proportion of households this would affect is even smaller. The survey also offers data by region, and DfT table NTS9902 indicates that the proportion of households without cars in London was 43%, much higher than the national 25%, despite the national income-based trend and London's generally higher incomes.

In DfT table NTS0201 there is data on the proportion of the population holding a full driving license, broken down by age and gender. This is shown in figure 7. The proportions of women and men holding a driving license is roughly the same in the 17-20 category (35%), but as the categories increase in age the difference between men and women widens until in the 70+ category whilst 78% of men have a license only 41% of women do. Overall, for those aged 17 and above, 73% of the whole population holds a license, made up of 80% of men and 66% of women. As proportionally more men are licensed to drive the proposed changes could affect them more, whilst looking at older people proportionally less hold licenses and so they will be less affected by the changes than younger people. DfT table NTS0206 looks at the availability of a car or van to adults in a household by gender and finds that, while 26% of men either have no access or are non-drivers, for women the proportion is 38%, adding further weight to this result.

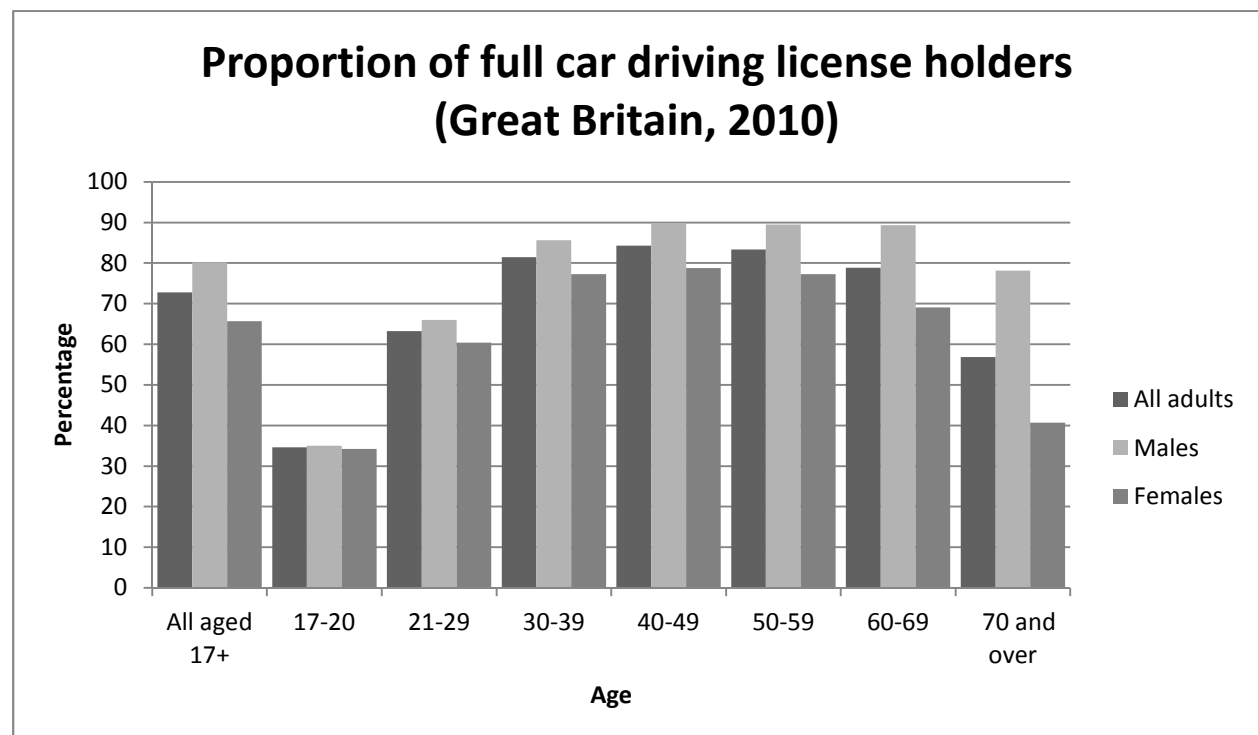


Figure 7

DfT table NTS0707 collates data on persons in households and their access and ability to drive broken down by various ethnic groups and subsets of these. This is displayed in figure 8. Comparing the proportions for White and the other ethnic group categories shows that they all (with the exception of White British) have higher proportions of individuals with either no access or no ability to drive a car or van, so the proposed changes will affect BAME groups less than White groups. Again the data has been aggregated from rounded figures.

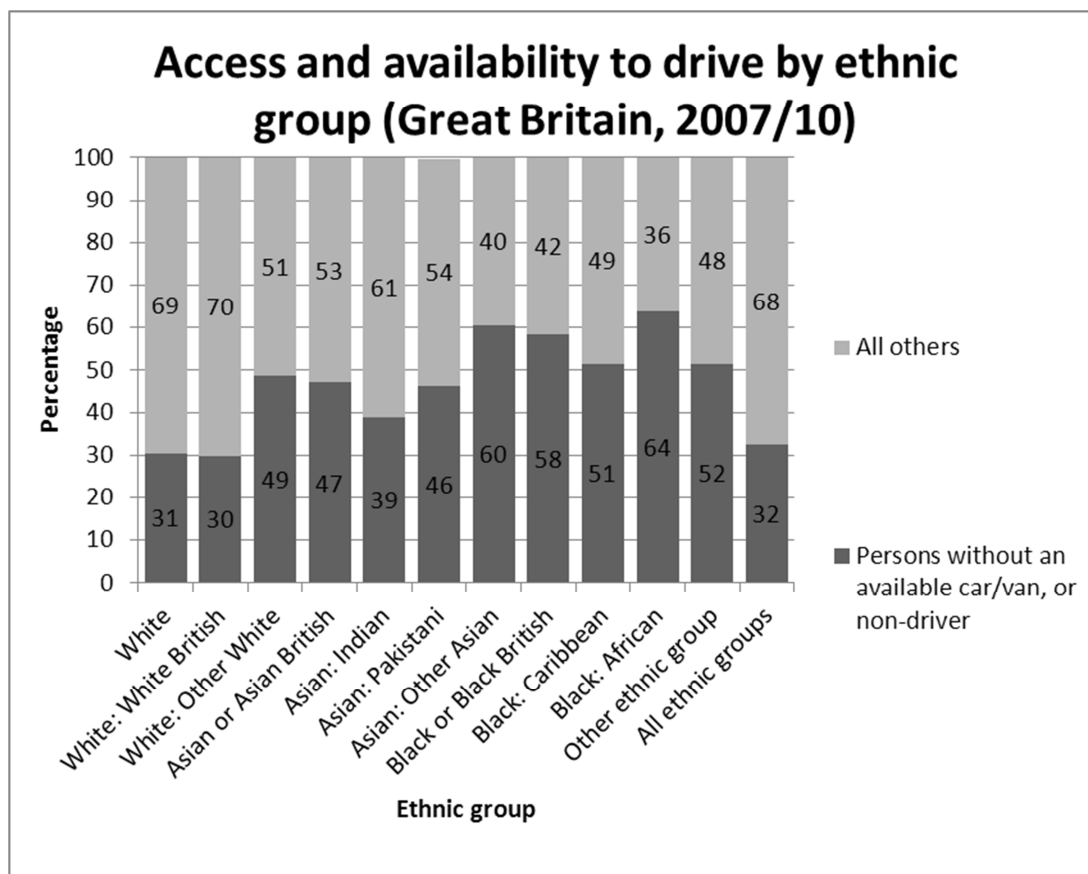


Figure 8

Analysis – Bank Account Holders

The Department for Work and Pensions (DWP) conducts the Family Resources Survey (<http://research.dwp.gov.uk/asd/frs/>). The results for the UK 2010/11 survey were released in June 2012. This includes data on those with or without bank accounts. It should be noted that individuals who refused to answer the questions on bank accounts in the survey will be included in the “having no account” groups in the following statistics.

DWP table 4.1 in the report states that 4% of households in London have no bank account of any kind (but not including the Post Office Card Account (POCA) which is specifically for the payment of benefits, etc. to the individual and cannot be used for cashless parking or indeed any transaction outside a Post Office.

In the same report table 4.2 examines household composition nationally. Households made up of a single adult (either male or female) are without a bank account (excluding POCAs) in 6% of cases, while the equivalent figure is 3% for households made up of two adults, and only 1% for those of three or more adults. Similarly in households with children, those with only one adult are without a bank account (excluding POCAs) in 6% of cases, dropping to 2% for 2 and 3 or more adults. A different breakdown of households indicates that 4% of households containing one or more pensioners has no bank account (excluding POCAs), whilst the figure is 6% for households with one or more disabled adult, and 5% for households containing one or more unemployed adults.

Another table in the report (4.3) considers the age of the head of household nationally, and the data is presented in figure 9. The age groups are not all equally sized, but for most the proportion without a bank account (excluding POCAs) is 3 or 4%, however this is a little bit higher at 5% for the heads aged 75-84, and goes up to 7% for those aged 85 and over.

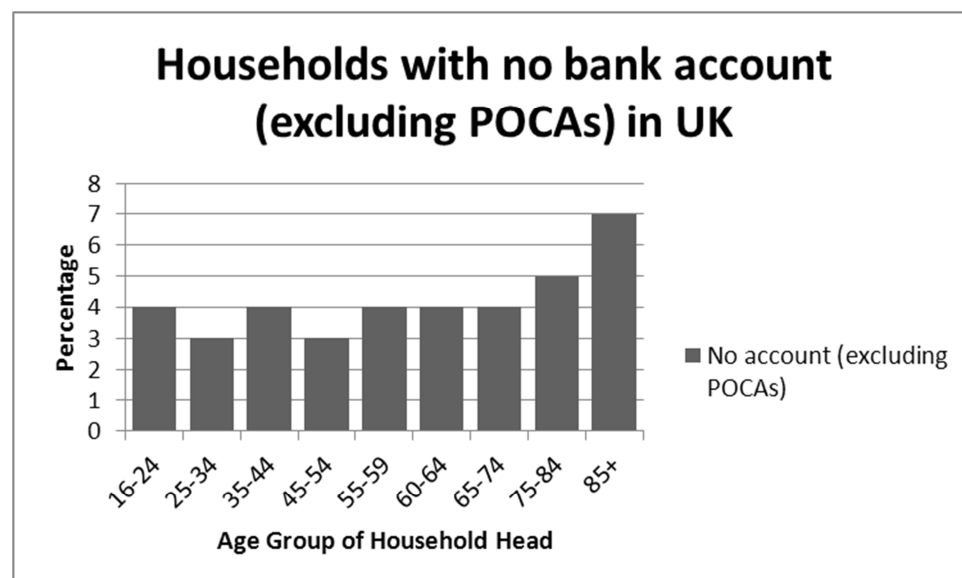


Figure 9

In the report table 4.4 considers the ethnicity of the head of household, and the proportions are a little more variable. The data is presented in figure 10. For the White ethnic group 4% of households are without a bank account (excluding POCAs), while the majority of the other ethnic groups are between 6 and 7%, with the highest being the Black Non-Caribbean group at 8%.

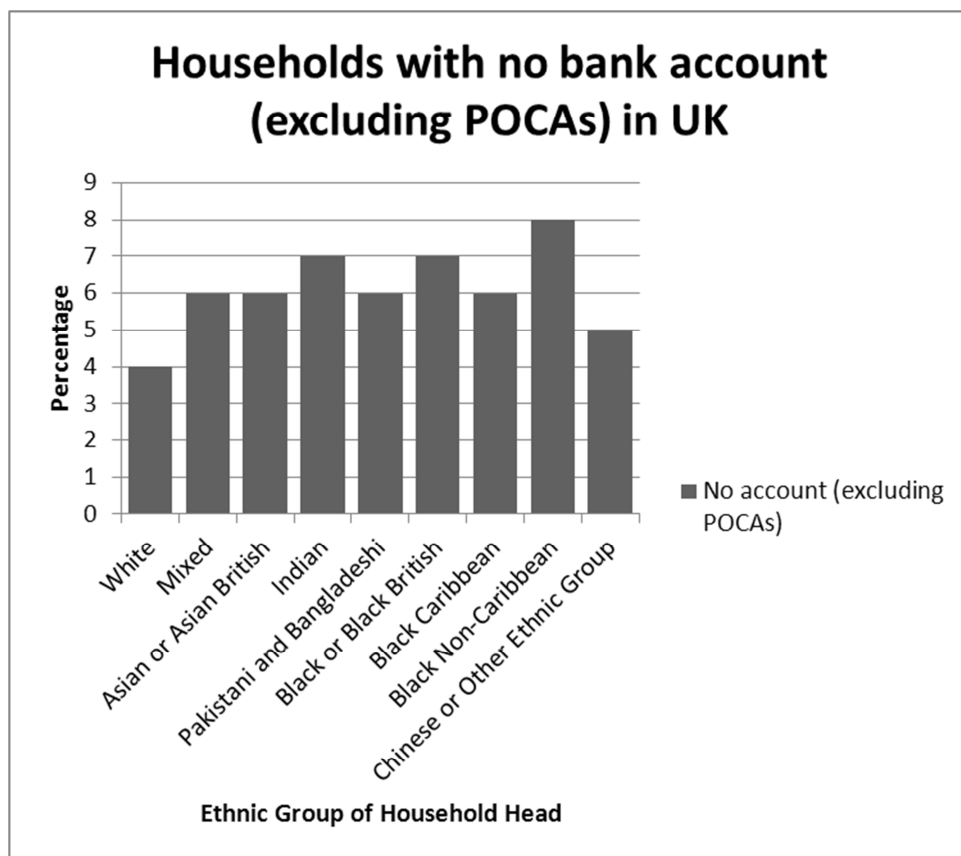


Figure 10

The report also breaks the figures down by benefit unit (defined as a single adult, or married or cohabiting couple, with or without children, in receipt of some form of benefit, which ranges from JSA, Attendance Allowance, Council Tax Benefit, to the Retirement Pension) in table 4.5. Over all benefit units the proportion with no bank account (excluding POCAs) is 6%, but for most family types the figure is 2 to 4%, exceptions being single male or female pensioners with 6%, single adults with children at 6%, single males without children at 10%, and single females without children at 8%.

Again looking at benefit units the DWP table 4.6 examines their economic status. For those units with at least one adult in full- or part-time work the proportions are 2 to 4% without a bank account (excluding POCAs), but for workless units where one or more are aged 60+ the figure was 6%, for workless units where one or more are unemployed the figure is much higher at 12%, and the highest was for workless units that were inactive with 15%.

Considering all adults, DWP table 4.7 looks at gender and age. This is presented in figure 11. While for most age groups, for males, females, or all adults, the proportion was 5% without a bank account (excluding POCAs). However, for all adults considered independent of age the proportion was 6%, including when broken down by gender. The main exceptions were the younger group 16-24, where the males had a proportion as high as 10%, females 8%, and all adults 9%, and 85+ where males were only a little higher than most at 6%, the females higher still at 7% along with this age group in general.

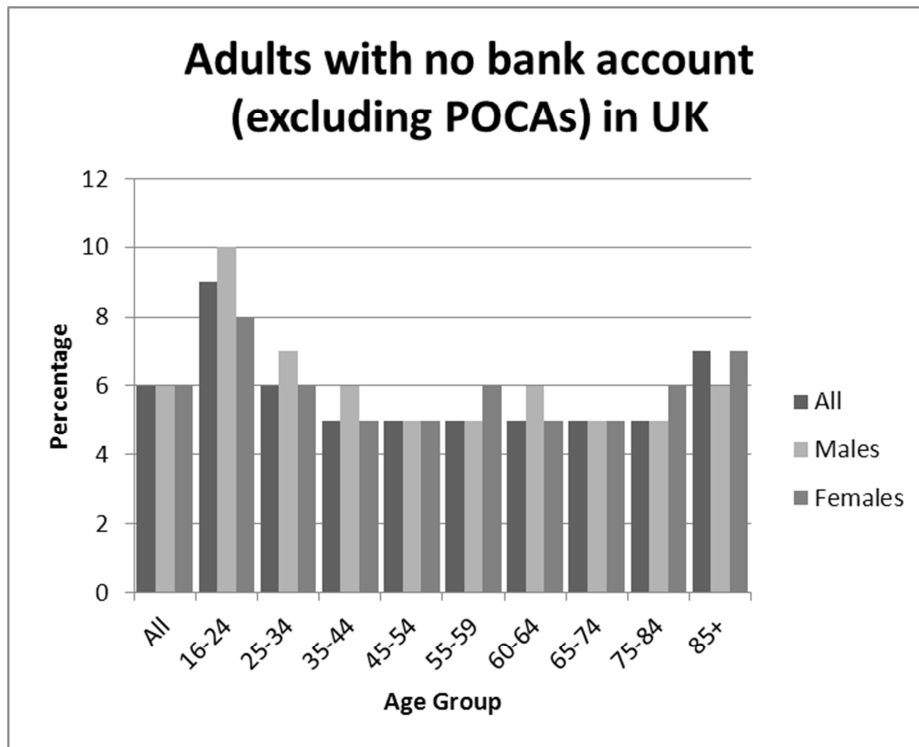


Figure 11

Household income is considered by this report, in DWP table 4.8, although as this relates to a pre-tax unequivalised figure it cannot be directly compared with other income data in this analysis. The data is presented in figure 12. Above a weekly income of £500 (£26,000 annually) 2% or less have no bank account (excluding POCAs), but below this the proportion without increases to 11% for those on less than £100 weekly (£5,200 annually).

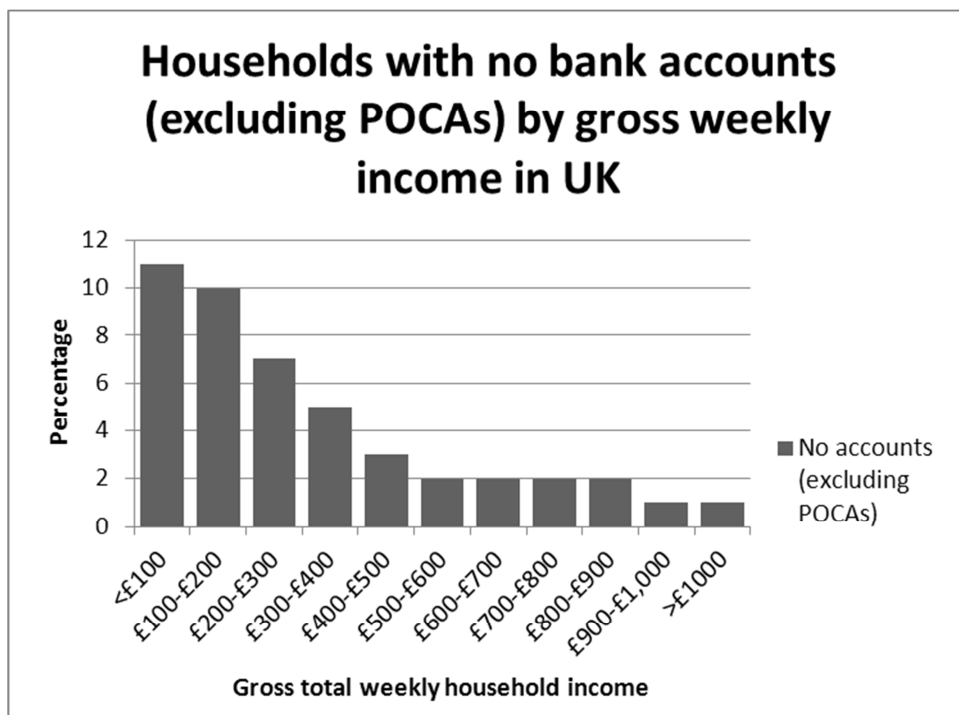


Figure 12

This survey also provides a breakdown of the weekly income of households in the UK by ethnic group, which is displayed in figure 13. The distributions of weekly incomes vary quite a lot across the different groups displayed. Compared with the White group Asian or Asian British, and Indian groups have generally higher household incomes, while the Mixed, and Chinese or Other Ethnic Group groups are broadly similar (although for those in the latter the proportion in the lowest income category of <£100 was significantly higher), and the Pakistani and Bangladeshi, Black or Black British, Black Caribbean, and Black Non-Caribbean groups have generally lower household incomes.

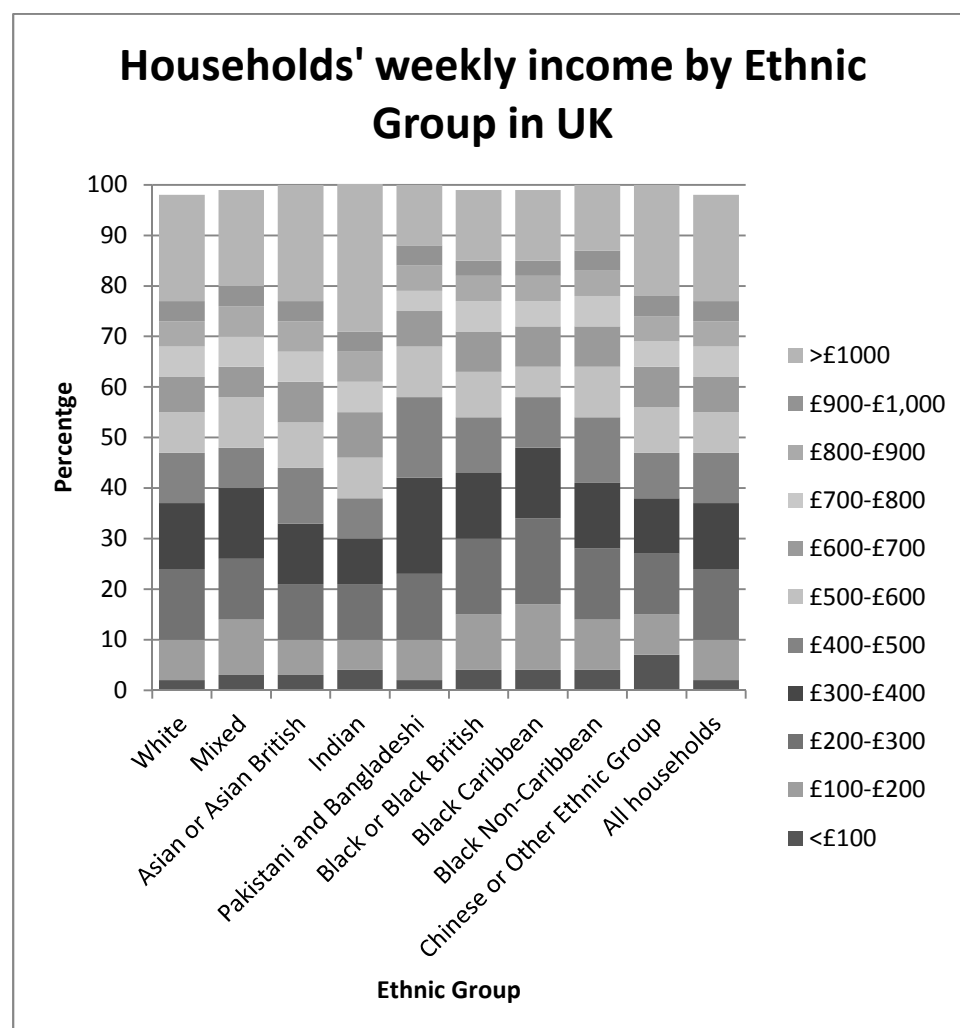


Figure 13

In general the vast majority of people have a bank account that could be used for the cashless parking; however, certain groups have significantly more likelihood of not having one, including the older people, certain ethnic groups, younger people, and those with a very low income. Some household or family structures are also more likely to have no suitable account. There is also evidence that although some ethnic groups have proportions with generally higher household income than the White group, there are also some with lower incomes, which will leave these groups more exposed to the increased costs for cash payment, if they can't utilise the cashless option.

Analysis – Mobile Phone Users

Although MOSAIC has indicators on the likelihood of their demographic groupings to use the phone to pay for services this information is not in a form that can be extracted for this analysis as it is too closely tied to all the other factors that MOSAIC includes to be untangled. The source given is the TGi survey (<http://kantarmedia-tgigb.com/>), however access to the results of this survey is currently not available to the Council.

OfCom releases a report covering various topics within its remit, including research into the users of mobile phones. The most recent of these is the Communications Market Report 2012

(http://stakeholders.ofcom.org.uk/binaries/research/cmr/cmr12/CMR_UK_2012.pdf) which includes the statement that for the UK “the proportion of adults who personally own/use a mobile phone is 92%,” and in England the figure is 93% (this is also the figure for urban England).

The report quotes figures on mobile phone take up amongst different age groups in the UK from their own research in Q1 of 2012. Their figures include mobile only and fixed and mobile [phone service] figures and it should be noted that the data displayed in figure 14 is the aggregation of these rounded figures, and they represent the percentages of adults who live in a household with access to a mobile phone. For the age groups up to 54 then 98-99% of adults have access to a mobile phone, however from 55-64 this drops to only 94%, for 65-74 it is 89%, and for 75+ the figure is as low as 62%.

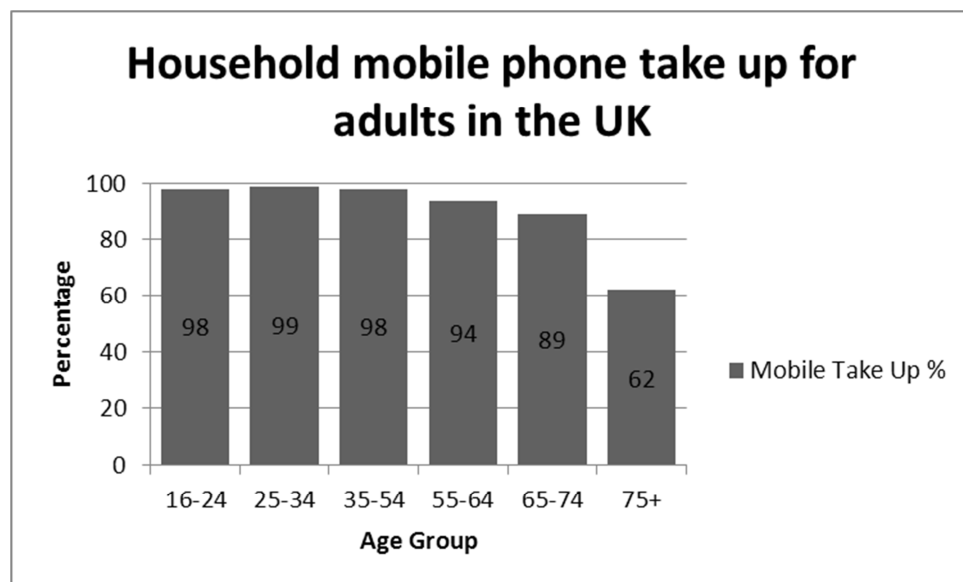


Figure 14

The report also includes figures on personal ownership of a mobile phone broken down into slightly different age groups. These tell a similar story with those below 54 having 97-98% mobile phone ownership, while for ages 55-64 91% have a mobile phone, dropping to only 68% for 65+. These figures are presented in figure 15.

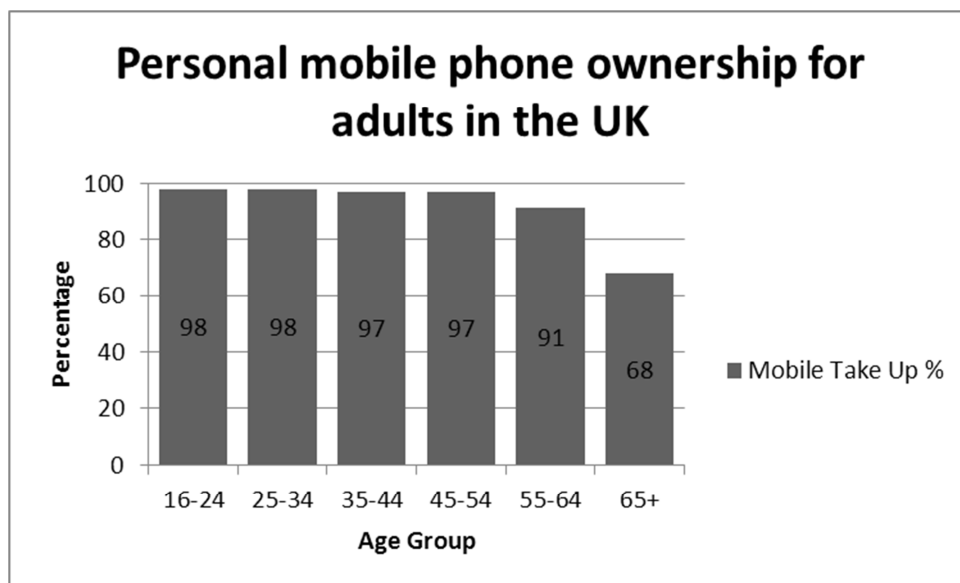


Figure 15

The report also shows the household take up of mobile phones by socio-economic group (NRS grade). The proportions of respondents to their Q1 2012 survey in different socio-economic grades in households with a mobile phone were in ABC1 97%, in C2 96% and in DE 87%. These figures were arrived at by aggregating rounded figures for mobile only and fixed and mobile [phone service] households. In this socio-economic classification A represents upper-middle class through to D representing working class, with E representing those at the lowest levels of subsistence (upper class has no representation on this scale). This classification framework is laid out by the National Readership Survey (<http://www.nrs.co.uk/lifestyle.html>), known as the NRS, and they give the following information:

		% of population (NRS 2010)
A	Higher managerial, administrative and professional	4
B	Intermediate managerial, administrative and professional	22
C1	Supervisory, clerical and junior managerial, administrative and professional	29
C2	Skilled manual workers	21
D	Semi-skilled and unskilled manual workers	15
E	State pensioners, casual and lowest grade workers, unemployed with state benefits only	8

On the same web page they describe the strong correlation between the NRS social grade and the income of the Chief Income Earner in the household (it is this person who determines a households NRS grade, although individuals in the household can also be given their own grade).

All in all mobile phone take up is in the high nineties for most individuals (either personally or by being in a household with a mobile phone), with only 65+ age groups having a significantly large proportion without (around 1 in 10 65-74 and

roughly a third 75+). The same is true looking at socio-economic grades, where even the two lowest grades combined have 7 out of 8 having a mobile phone).

Correlated or Uncorrelated?

While the above information is very useful in investigating how each of the three important characteristics are distributed amongst the population unfortunately none of them are tied together. It is impossible to say whether those individuals without a bank account are more or less likely than those with a bank account to be mobile phone users. The same is true of the combination of car drivers and either of these two factors.

Worst and best case scenarios could be calculated where similar classifications exist, with the best being that no-one who drives lacks either a bank account or a mobile phone (so all drivers can use the cashless parking, leaving only considerations of language or other impairments necessary) and the worst being that of the drivers there is no overlap between those with no bank account and those with no mobile (making the group who cannot use cashless parking and are therefore subject to the extra charges as large as it can be).

Instead it may be more useful to consider that, in the case of income or socio-economic group, those in the lowest group may not be able to afford a car and therefore would not be affected by any changes to parking. It is perhaps more the middle-income groups who will be most affected, particularly where they are of the groups who are less likely to own a mobile phone.

Increased Charges

Any increase in charges to encourage a move to cashless parking is going to disproportionately affect those on lower incomes, for whom the parking charge will use up a greater proportion of their income. This assumes that they spend equivalent amounts on parking to everybody else, which may not be true, but no suitable data is available on the parking habits of individuals.

Location

As can be seen in figure 16 parking machines are not distributed equally around the borough. They are concentrated in CPZ areas (not shown), with a few additional locations outside of these in car parks or other “town centre” pay and display on-street parking areas. In some locations they are exceptionally densely packed with parking meters on opposite sides of the road. This is generally determined by the number of parking spaces they are serving.

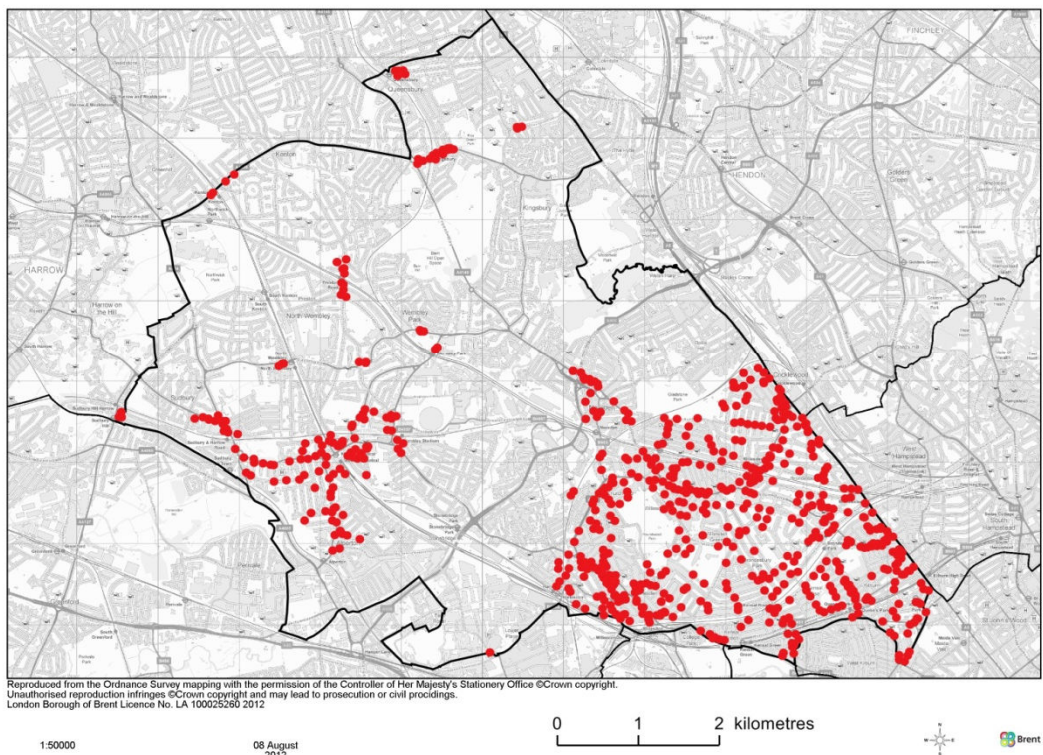


Figure 16 – Parking meter locations in Brent

Appendix B – Example communications



Park Online


it's e-easy

Renew a permit
Pay a fine
Instant and secure


Brent

www.brent.gov.uk/parking

The advertisement features a large blue 'P' in a square, followed by the word 'Park' in blue and 'Online' in a larger blue font. A yellow circle with the text 'it's e-easy' is connected by a thin line to the 'P'. Below the main title, the text 'Renew a permit', 'Pay a fine', and 'Instant and secure' is displayed. The 'Brent' logo, consisting of four interlocking circles in red, green, blue, and yellow, is shown above the word 'Brent'. The website address 'www.brent.gov.uk/parking' is at the bottom. The background is a dark grey gradient with a faint image of a hand clicking a computer mouse and a car.

	<p style="text-align: center;">Executive 19 September 2012</p> <p style="text-align: center;">Report from the Director of Environment and Neighbourhood Services</p>
<p style="text-align: right;">Wards Affected: ALL</p>	
<p>Parking service simplification and pricing</p>	

1. SUMMARY

- 1.1. This report sets out options for simplification of a bewildering range of parking permits and the multiplicity of eligibility criteria. The proposed simplification will make it easier, quicker, and more convenient for customers to obtain parking permits and pay to park. Then the cost of processing applications will reduce and several loop-holes which allow drivers to park in unintended ways that undermine the Borough's parking objectives will be closed.
- 1.2. Options for adoption of new pricing principles and changes in charges are also recommended, in order to eliminate existing inconsistencies and to prevent any future price changes from unwittingly reintroducing unhelpful anomalies.
- 1.3. This report makes a wide range of recommendations to simplify arrangements for permit purchase, and propose fundamental changes to pricing, it should be noted that this report does not seek to consider or change any aspect of Borough traffic or parking policy, including the location, timing or operation of Controlled Parking Zones.

2. RECOMMENDATIONS

Simplification recommendations

Permit durations

- 2.1. That the Executive approve the implementation of a 24 month permit as set out in paragraph 3.7.
- 2.2. That the Executive approve the withdrawal of temporary courtesy permits in favour a new one month permit as set out in paragraph 3.46.
- 2.3. That the Executive approve the implementation of rolling permits as soon as technology allows as set out in paragraphs 3.7.

Permit redesign

- 2.4. That the Executive approve the withdrawal of liveried and non-liveried business permits in favour of a new business permit scheme as set out in paragraphs 3.10 - 12.
- 2.5. That the Executive approve the withdrawal of essential user permits in favour of a new online essential user day pass as set out in paragraph 3.14 – 3.15.
- 2.6. That the Executive approve introduction of online four hour visitor passes as set out in paragraph 3.27, together with the corresponding withdrawal of visitor permits as set out in paragraphs 3.24 – 3.25 and 3.43, and biennial expiry for re-authentication of Temple Visitor permits as set out in paragraph 3.26, together with the introduction of a new cared-for permit as set out in paragraph 3.32 – 3.33.
- 2.7. That the Executive approve the withdrawal of Wembley Stadium Protective Parking Scheme permits and replacement with permits identical except for biennial expiry for re-authentication as set out in paragraphs 3.41 - 3.42.
- 2.8. That the Executive approve revised permit refund arrangements as set out in paragraph 3.51.

Permit withdrawal

- 2.9. That the Executive approve a phased withdrawal of special permits as set out in paragraph 3.18 – 3.19.
- 2.10. That the Executive approve a withdrawal of replacement vehicle permits after virtual permits become universal, save that a maximum replacement period of one month is permitted where the vehicle is a higher emission than the original vehicle as set out in paragraph 3.47.

Suspensions

- 2.11. That the Executive approve the revised suspension arrangements as set out in paragraphs 3.53 - 3.54 and appendix C.

Pricing and payment recommendations

Principles

- 2.12. That the Executive approve the pricing principles as set out in paragraph 4.4.

Inflationary adjustments

- 2.13. That the Executive approve an inflationary adjustment of residential permit prices for 2012 on 1st December 2012 as set out in paragraph 4.6
- 2.14. That the Executive approve automatic annual RPI increases as set out in paragraph 4.7 effective from April 2013.

December 2012 price adjustments

- 2.15. That the Executive approve pricing for special permits as set out in paragraph 4.25 - 4.26 effective from 1st December 2012.
- 2.16. That the Executive approve pricing for temporary courtesy permits as set out in paragraph 4.33 effective from 1st December 2012.
- 2.17. That the Executive approve pricing for replacement vehicle permits as set out in paragraph 4.35 effective from 1st December 2012.
- 2.18. That the Executive approve pricing for existing business permits, pending replacement with a new business permitting scheme, as set out in paragraph 4.24 effective from 1st December 2012.
- 2.19. That the Executive approve pricing for essential user passes as set out in paragraph 4.26 and changes to existing permits as described in paragraph 4.28 with effective from 1st December 2012.

Pricing consistency adjustments

- 2.20. That the Executive approve revised pricing arrangements for residential permit duration pricing as set out in paragraph 4.10.
- 2.21. That the Executive approve revised pricing arrangements for additional vehicle for residential permits as set out in paragraph 4.11.
- 2.22. That the Executive approve pricing for dispensations as set out in paragraph 4.38 – 4.40.
- 2.23. That the Executive approve pricing for suspensions as set out in paragraph 4.42.

New permit type prices

- 2.24. That the Executive approve pricing for cared-for permits as set out in paragraph 4.16 – 4.17.
- 2.25. That the Executive approve pricing for online visitor passes as set out in paragraph 4.15.
- 2.26. That the Executive approve pricing for new business permits as set out in paragraph 4.19 – 4.23.

Biennial renewal administration charge

- 2.27. That the Executive approve a £15 administrative charge for biennial renewal of Wembley Event Day permits as set out in paragraph 4.29.
- 2.28. That the Executive approve a £15 administrative charge for biennial renewal of Temple zone visitor permits as set out in paragraph 4.31.

Payment method arrangements

- 2.29. That the Executive approve new pricing arrangements to encourage use application routes and payment methods that incur least cost to the Council at paragraph 4.12, 4.17, 4.23, 4.26, 4.30, 4.32, 4.34, 4.36, 4.39, 4.43 as explained in paragraph 4.12 – 4.13.
- 2.30. That the Executive approve cessation of cheques as a means of payment for parking services, with the exception of Penalty Charge Notices as set out in paragraphs 3.55.

3. DETAIL - SIMPLIFICATION

- 3.1. There are about 20 different permit types and variations in eligibility criteria across these products too.
- 3.2. This has arisen as a result of cumulative development of parking arrangements, with each new historical solution seeking to address a previously unforeseen parking issue. However, this add-on approach has resulted in a confusing range of options; many anomalies, and complexity in processing. This is a cause of high processing cost, inconsistency (which sometimes leads to customer complaint) and makes development of computer systems complex and costly.
- 3.3. The simplification proposals are in the context of the Borough's 10 transport Objectives¹, and specifically in the case of parking, objective 5 is:

¹ Brent Local Implementation Plan 2011 - 2014

“To introduce a Sustainable Parking Strategy, one which is fairer and more flexible, acknowledging the changing needs of local businesses in their daily operations, and includes a charging regime which recognises lower polluting vehicles. It will prioritise parking controls to support local residents and businesses over event traffic.”

- 3.4. Below are proposals to fundamentally simplify parking arrangements.

Residential permit length

- 3.5. Permit periods of 3, 6 or 12 months have the effect of requiring all 20,000 residential permit holders to reapply at least once a year.

Current permit lengths are:

12 month	83%
6 month	9%
3 month	8%

- 3.6. This arrangement inconveniences customers that have not moved or changed vehicle. Therefore it is proposed to move towards a rolling permit model that encourages customers to setup regular bank transfers - monthly or quarterly - and in return providing a virtual permit on an on-going basis until the customer cancels or has one of the above changes in circumstances.
- 3.7. The technology necessary for rolling permits this is not yet available. In the meantime the Executive is asked to approve:
- the introductions of a discounted 24 month permit to allow customers to further decrease the inconvenience of frequent renewal; and
 - the introduction of rolling permits as soon as technology allows.

Business permit

- 3.8. Business permits are CPZ specific, and not emission-based. There are two types:
- (i) liveried permit (60 applications p.a.); and
 - (ii) business or un-liveried permit (500 applications p.a.)
- 3.9. Liveried permits, are not offered by many authorities and involve a complex application process which includes the submission of vehicle photographs.
- 3.10. It is proposed that both existing schemes be withdrawn and replaced by a new single business permit which is priced according to whether the permit is vehicle specific or not.

- 3.11. It is proposed that the permits continue to be specific to the CPZ in which the business is based, but that the number of permits allowed is changed from three per business for the whole borough, to three per business for each CPZ in which they have premises. The scheme is proposed to take no account of any livery and whilst the authority retains an aspiration to move to an emission-based model for business permits, we are not yet in a position to do so.
- 3.12. It is proposed that a more flexible range of business permit durations are offered in the same way as proposed in paragraph 4.10 for residents' permits.

Essential User permit (ESU)

- 3.13. Under this scheme drivers that visit clients in the borough:
- to perform a statutory service on behalf of the Council;
 - to undertake health care whilst employed by the National Health Service; or
 - for a religious or non-profit making charitable organisation
- can apply for an all-zone permit at a cost of £125 per annum. The permits are vehicle specific and are not emission-based. To prevent workplace parking, permits are not valid within 500 metres of the holders stated workplace. About 1,130 permits are in circulation.
- 3.14. It is proposed that this permit be withdrawn and replaced with an online essential user day pass. The pass would continue to be valid in all zones and not be emission-based. Alike with cashless parking, an online account would be applied for together with details of the debit/credit or government procurement card from which payment will be taken. No cash payment option will be available. Approved staff would activate permits online or by telephone.
- 3.15. This proposal will make it easier for approved staff to use for different vehicles, and for infrequent essential use drivers to benefit from the scheme too. It would also be more difficult to fraudulently use ESU in lieu of purchasing a residential CPZ permit, for essential users that also live in a Brent CPZ.

Special permit

- 3.16. Under this scheme schools can obtain a capped number of annual permits for staff provided the school achieves Transport for London's school travel plan at Bronze standard. There is no requirement to improve beyond bronze and no reduction of provision to reflect the expected reduction of car use that is a key objective of travel planning. Additionally the teacher retention issues that were behind this scheme no longer apply.
- 3.17. In practice, just 12 schools benefit with 157 permits in circulation. The permits cost £75 each.

- 3.18. It is therefore proposed that this permit be withdrawn, and that no new permits be issued once required Traffic Management Orders are made.
- 3.19. However to incentivise travel plan improvements, it is proposed that if a school with existing special permits achieves TfL Silver Travel Plan Standard by October 2013, it will be allowed to renew two-thirds of the existing holding of special permits for a further 24 months. After this period, it is further proposed that these schools have a further option to renew one half of any remaining permits for a final additional 12 months should they achieve the Gold travel planning standard by October 2015.

Visitor permit types

- 3.20. There are three schemes that allow CPZ residents to host visitors.
- (i) The **visitor household permit** provides residents the opportunity to purchase a 3, 6 or 12 month permit, but which is not vehicle specific and applies to just the road in which the householder lives. Officers are not aware of any other authority that offers annual visitor permits. In 2011, 4,527 visitor household permits were sold.
 - (ii) Three CPZ's have unusually extended hours of operation. The (Swaminarayan) Temple zone (T) operates 24 hours a day, seven days a week. The Wembley Hill Road zone and Ealing Road zone operate 18:30-21:00 every day including bank holidays. To avoid disadvantaging residents and visitors that only need parking during extended hours, limited duration visitor permits are available for a one-off charge of £10.
 - (iii) A *daily visitor permit* in the form of **scratch-cards**. Cost is £1 per day for the first 100 days and £2 per day thereafter. About 660,000 are sold per annum.
- 3.21. The existing arrangements are vulnerable to abuse. For example a two car family could buy a standard permit for their low emissions vehicle and get round the higher permit cost for a second vehicle by buying and using a visitors' permit instead. The visitor household permit is cheaper than buying a standard residential permit in 13 out of the 21 price points available and in the worst case a resident could save up to £190 per vehicle per year through this loophole.
- 3.22. Scratch-cards are also easily transferred or sold to people who are not entitled to use them, for example recently a resident close to the Stadium who advertised their private driveway for parking on event days, was caught giving scratch-cards to stadium visitors when their private driveway was full.
- 3.23. Annual visitor permits are based on the emission level of the highest emitting vehicle permit that a resident has purchased, and on the total volume of permits that a resident has purchased. This price only works for households that have residential permits. The variation in charges and complexity of calculation also causes problems for customers and staff.

- 3.24. Therefore with the exception of visitor passes for the 24 hour Temple zone, it is proposed to withdraw all visitor permit types in favour of:
- online visitor passes, each with a new maximum time of four hours and valid throughout the CPZ (existing arrangements are inflexibly limited to just one road); and
 - a new cared-for resident permit to cater for residents that need daily carer visits, as described in paragraph 3.29 – 3.33.
- 3.25. It is proposed that both the new online visitor passes and visitor scratch-cards operate in parallel. It is proposed that sale of scratch-cards ceases soon after the online alternative is available and has been operating successfully (likely to be late October 2012 and that customers will be able to use remaining scratch-cards for a further 12 months. Subsequently it is proposed that any unused scratch-cards will be invalid and ineligible for refund or any other benefit in kind.
- 3.26. It is proposed that visitor permits for the Temple zone are withdrawn and replaced with similar permits with a two year term. This will allow occasional re-authentication and earlier deactivation for vehicles or owners whose circumstances have changed.

Online visitor passes

- 3.27. It is proposed that online visitor passes replace all existing visitor passes and cards described in paragraph 3.20 above. In order to tackle commuter parking abuse, it is proposed that the new passes be of four hours duration.
- 3.28. Customers would need to buy credits for the new online visitor passes in batches (similar to purchasing scratch-cards in books). The easiest way to do so is online. Once a customer has credits, they can book a visitor parking session either online or by sending a text message. Alike with existing visitor permits, it is proposed that online visitor passes be useable by any vehicle, although if adopted the new arrangement would require that vehicle registrations be declared and stored for future fraud analysis.

Cared-for permit

- 3.29. The proposed replacement of the annual visitor parking permit with a short stay online visitor pass will disproportionately impact CPZ residents that require the services of carers. Some residents require visits by a carer up to five times a day.
- 3.30. Brent has eligibility criteria for carer funding. There are four bands of need: critical, substantial, moderate and low. Only those in the critical or substantial need band are eligible.

3.31. Critical or substantial needs can be long term, e.g. terminal illnesses, mental health problems, physical disabilities, drug or alcohol related problems etc; or short-term, e.g. a young man who broke his leg and needed 3 weeks care or post-operative rehabilitation. In 2010/11, 164 people met the eligibility criteria, although analysis of the proportion that lives within a CPZ has not yet been undertaken.

3.32. It is therefore proposed to introduce a two new 'Cared-for' permit types:

- **Annual** – the eligibility criteria would be a pre-existing approval (currently critical or substantial) by Adult Social Care or Brent PCT, and with a future review date of 12 months;
- **Short-term** – the eligibility for which would be either:
 - a. pre-existing approval by Adult Social Care or Brent PCT, and with a future review date of less than 12 months; or
 - b. an application by the cared-for person or a person holding a power of attorney; and
 - c. No previous issue of a short-term cared-for permit in the past three years.

Short term permits can be for any number of full calendar months between one and six. In the case of permits validated through Framework-I, the permit length shall not be longer than the next review date.

As some valid short-term caring needs are difficult to validate, the proposal includes the ability to obtain a short-term permit without proof of need. Whilst the proposal enables certain genuine short term care needs, there is the potential for permits to be obtained inappropriately. To limit this risk, the proposal caps short-term permits to a maximum of six months and one permit every three years.

3.33. It is proposed that the cared-for permit is valid for the CPZ in which the cared-for person resides. These permit will be held by (and only issued to) the person in need of care.

Wembley Stadium Protective Parking Scheme (WSPPS)

3.34. The Wembley Stadium Protective Parking Scheme was created in 2007 and encompasses roads not subject to CPZ controls on non-event days, and other roads that are subject to CPZ controls on non-event days. There are six Wembley event day permit types are illustrated in the table below:

Permit type	Existing event day controls	
	CPZ controls routinely apply	No controls routinely apply
Residents	CPZ residents permit	Event day permit
Visitors	Scratch card	Event day visitor permit
Business	CPZ business permit	Event day business permit
Allotments	-	Event day allotment permit

Schools	Special permit	Event day school permit
Place of worship	-	Event day place of worship permit

- 3.35. All WSPPS permits are not vehicle specific and are exempted from emission-based charges and are subject to a one-off cost of £10 each. As of 2011, about 47,000 WSPPS permits have been issued, and this is increasing at the rate of 1,500 permits a year.
- 3.36. **Event day residents' permit** holders that have moved away are not required to surrender their pass. Thus it is not known how many were originally issued to householders that have since moved away but remain in use. In most cases, these permits will have been thrown away as they are no longer required. However, some are still inappropriately used. This is unsustainable and open to abuse. Residents of private roads in WSPPS are also entitled to permits.
- 3.37. **Event day business permits** are available to legitimate businesses in the WSPPS area. There are 56 passes specifically issued to support Royal Mail and a similar number to support Metropolitan Police operations in the area too.
- 3.38. **Event day school permit** is available to a capped number of staff at schools in roads within the WSPPS that are only subject to parking controls on Wembley event days. There are 166 permits in circulation.
- 3.39. **Event day place of worship permit** is available to some of the congregation at recognised places of worship in roads within the WSPPS that are only subject to parking controls on Wembley event days. It is not available to places of worship on roads that are subject to CPZ controls on non-event days. 171 such permits are in circulation.
- 3.40. **Event day allotment permit** is available to allotment holders at Brent allotments. There are 25 event day allotment permits in circulation, all for Kinch Grove, near Preston Hill.
- 3.41. It is proposed that the above event-day permits described in paragraphs 3.36 - 3.40 are withdrawn and replaced with similar permits with a two year term. In the case of Royal Mail or Metropolitan Police permits, it is proposed that these permits be withdrawn and that the new business criteria are adjusted to accommodate these essential local services. This will allow occasional re-authentication and earlier deactivation for vehicles or owners whose circumstances have changed.
- 3.42. It is proposed that the process of re-authenticating the permits described in paragraphs 3.36 - 3.40 will commence in autumn 2013 / winter 2014, with the objective of having completed the re-authentication process before the first event of the season in Spring 2014. All existing permits would cease to be valid from that point onwards.

Event day visitor permit

- 3.43. In line with the proposal to withdraw all other long-length visitor permits with short-stay visitor passes, it is proposed that Wembley event day visitor passes be withdrawn in favour of a new online visitor pass as described at paragraph 3.27 – 3.28. Residents of private roads in WSPPS are not entitled to visitor permits and this is not proposed to change.
- 3.44. In summary proposed Wembley event day arrangements are illustrated in the table below:

Permit type	Proposed event day controls	
	CPZ controls routinely apply	No controls routinely apply
Residents	CPZ residents permit	24 month event day permit
Visitors	Scratch cards	4 hour online visitor passes
Business	CPZ business permit	24 month event day business permit
Allotments	-	24 month event day allotment permit
Schools	-	24 month event day school permit
Place of worship	-	24 month event day place of worship permit

Proposed changes are shaded.

Temporary courtesy permit

- 3.45. These are issued with a month's duration at a cost of £10 pcm. There are 340 such applications per annum and they are not emissions based. Typically the circumstances are:
- (i) just moved into Brent and cannot authenticate their new address;
 - (ii) the short period between buying a new vehicle and selling the old one;
 - (iii) annual permit expired and moving out of Brent in less than three months.
- 3.46. It is proposed that the informal temporary courtesy permit be withdrawn and replaced with a new one month residential permit, which is emission-based. Existing temporary courtesy permits will continue to be valid until they expire.

Replacement vehicle permit

- 3.47. There is a £10 per month charge and this permit accounts for about 250 permits per annum. This is typically used by customers who have temporary use of a garage courtesy car.
- 3.48. It is proposed to retain this service until the introduction of virtual permits in July 2013, after which it is proposed that customers will be able to temporarily change their permitted vehicle online at no cost. In the case of a replacement vehicle with a higher emission rating, a maximum permit replacement of one calendar month is proposed.

Permit refunds

- 3.49. The longstanding arrangement for refunds as set out in Traffic Management Orders is as follows:
- only full months remaining are eligible for refund;
 - annual permits – maximum 4 months refund;
 - 6 month permits - maximum 2 months refund;
 - 3 month permits - maximum 1 months refund;
- 3.50. Following the introduction of emissions charging, the above longstanding arrangements were temporarily relaxed to avoid potential disadvantage to customers that took the opportunity to change to a lower emissions vehicle or that needed a refund between schemes the pre-existing non emission-based charge and new emission-based charges. This relaxation ceased in mid 2012.
- 3.51. Some modifications are proposed to arrangements as follows:
- Refunds are only permissible for residential, business, special and cared-for permits;
 - no refund is payable in respect of rolling permits, 1 or 3 month permits;
 - maximum refund period is one-third of the purchased permit length;
 - only full months remaining are eligible for refund;
 - refunds of permits with less than one-third of the purchased permit length remaining, will be subject to a £15 administrative fee.

Bay suspensions

- 3.52. Suspensions allow restricted parking spaces to be suspended where traffic flow would otherwise be restricted during road works or to accommodate traffic attending special events. Suspensions are also used to facilitate building works, filming, removals, funerals etc.
- 3.53. It is proposed that the scheme is substantially redesigned to:
- simplify administration and charging;
 - introduce charges for unauthorised use of parking bays; and
 - withdraw concessionary rates except Brent Council funded street scene maintenance.
- 3.54. The details of the proposed new arrangements are given at Appendix C.

Cheque payment

- 3.55. Cheques are increasingly costly to process, as they require a great deal of manual processing and occasionally bounce. They are not legal tender. It is therefore proposed that this method of payment be withdrawn for all parking service except payment of Penalty Charge Notices. It is not expected that this will cause any insurmountable access barrier to the discretionary services, as customers are able to cash cheques and pay in cash or other electronic means.

No changes proposed

- 3.56. No operational or administrative changes are proposed in respect of:
- **disabled bay permits** - these relate to about 25 people with a high degree of disability that require provision of a dedicated parking bay. This carries no fee;
 - **doctors' bay permits** - these allow 37 Doctors to park in a designated Doctors' bay and do not permit home visit parking; and
 - **car club bay permits** - these are free to encourage car clubs in line with Borough Transport Policy objectives.
 - **Places of worship and community centres** – with the exception of event-day place of worship permits (only premises that are not in a CPZ are eligible), no permitting or visitor provision is made for places of worship and community centres. Officer discretion has sometimes been used to allow ad-hoc and limited use of scratch-cards in response to representations about difficulties caused. However, this will not be possible in an automated arrangement. Therefore it is recommended that a policy review in respect of future parking provision for these premises commence.

4. DETAIL - PRICING

- 4.1. There are around 20 different permit types, with around 150 separate price points.
- 4.2. Below are proposals to change pricing of parking arrangements. Most of the proposals are progressive in nature, i.e. intended to simplify pricing, remove anomalies and inconsistencies, encourage use of administratively simpler processes, disincentivise misuse, and make inflationary increases gradual by moving away from infrequent, but big price changes.
- 4.3. In order to remove anomalies and inconsistencies, there are inevitably differences in price changes. However it should be noted that majority of recommended changes are not intended to raise additional revenue in real terms.

Principles

- 4.4. The recommended changes have been developed based on general principles. It is recommended that the below principles for parking pricing be adopted in order to guide future pricing.

No change should be made that undermines policy objectives, and subject to this overriding principle:

- (i) A preference for annual inflation-matching price changes, rather than longer periods of static pricing followed by substantial price change, unless the cost of implementing annual inflation is economically unviable;
 - (ii) Where different means of applying or paying for services result in significantly different costs for the Council, customer prices should reflect the different costs;
 - (iii) The general consumer assumption larger or longer purchases should result in a lower unit cost should apply where practicable;
 - (iv) Inconsistent pricing for comparable products should be avoided;
 - (v) Very large anomalies should be eliminated in a staged manner;
 - (vi) The cost of enforcement should, where possible, be met by the income from parking charges and permits, with receipts from contravention penalties being released for wider transport or environmental objectives.
- 4.5. In order to facilitate annual inflation adjustments without reintroducing inconsistencies, many product prices are proposed to be in proportion to the annual price of a band 4 (average) first vehicle for a residential pass.

Residential permit

- 4.6. An annual price rise was not implemented in April 2012. It is therefore proposed to apply the April 2012 RPI increase (3.5%) to permit prices from 1st December 2012.
- 4.7. Permit prices have remained unchanged since April 2011, and prior to this permit prices were unchanged for several years. It is proposed that prices are automatically adjusted on the 1st day of April each year, based on the most recent available RPI data published by the Office for National statistics, and rounded to the nearest pound. This will typically be the January RPI figure, which is published on the 20th of February of each year.
- 4.8. There are unintentionally differing total permit prices for some multi-vehicle households. For example a household with two vehicles one from the most polluting emissions band (band 7) and a second vehicle from the least polluting emissions band (band 1) pay a different total amount for both vehicles depending on which vehicle is their nominated first vehicle. In the above example the total cost of permits for both vehicles are different, namely £300 or £275.
- 4.9. Pricing for shorter duration permits:
- have similar multi vehicle anomalies;
 - do not reflect the true cost of processing a permit for the same vehicle several times a year;
 - do not fully adhere to the principle that buying a longer period permit should be reflected in a lower unit price.
- 4.10. It is therefore proposed to link the price of all residents' permit periods according to the below multiple of the cost of an annual permit:
- | | |
|-------------------|------|
| • 24 month permit | 195% |
| • 12 month permit | 100% |
| • 6 month permit | 60% |
| • 3 month permit | 40% |
| • 1 month permit | 20% |
- 4.11. To avoid the anomaly described at 4.5 above, it is proposed that the price of permits for additional vehicles be a flat rate, as shown below for annual permits. The flat rate for permits of different durations would be based on the multipliers proposed in 4.7 above.
- | | |
|------------------|-----|
| • second vehicle | £40 |
| • third vehicle | £80 |

This proposed change will have a variable impact on total price payable for households with more than one vehicle. With thousands of possible price and duration combinations there some combinations will be cheaper under the new proposals and will be some and others will be more costly. Of course a price neutral outcome for all combinations would leave the anomalies in place. However, modelling has identified that the above proposed £40/£80 supplement has a neutral revenue raising impact in terms of the value of combinations that cost more versus those that cost less.

- 4.12. To encourage customers to move to the lower cost / higher satisfaction channels, subject to availability of online application options it is proposed to increase the base price of all residential, business, special, cared-for, temporary, replacement, Temple zone visitor permits, Wembley Protective Parking Scheme permits, suspensions and dispensations by £50 and offer the following cumulative discounts:

Channel discount		⇔	Payment method	
Online	£25	PLUS	Debit card	£25
Telephone	£5 (£25 for cared-for permits)	⇔	Credit card	£20

For example:

Application	Online	Online	Telephone	Online	Telephone
Payment by	Debit card	Credit card	Debit card	Cash	Cash
Cumulative discount (£)	50	45	30	25	5

A £25 price rise and compensatory discount approach to pricing was implemented for the Council's pest control service about two years ago. This transformed a service that was very heavily reliant on cash and cheque payments received after the service had been provided, to a service that today has a pre-paid cash/cheque payment rate of 0.01%.

Thus the vast majority of parking customers are expected to benefit from the maximum discount by changing their approach to online debit card payments and this change is expected to have a neutral financial impact on customers, but help the Council to dramatically reduce the cost of processing.

The recommended approach is a base price rise and corresponding discount, rather than a supplement for different methods of processing and payment. This is because the recommended approach is legally safer and will not incur any additional VAT costs for the Council.

- 4.13. It is therefore proposed that the 1.25% supplement for credit card payment be withdrawn.

- 4.14. The effects of all the recommended changes to residential permit prices including the proposed RPI increase from December 2012 are illustrated in appendix D. The illustration does not include the proposed April 2013 inflation adjustment and is based on the vast majority of customers that are expected to apply online and pay by debit card.

Online visitor pass

- 4.15. The online visitor passes proposed in paragraph 3.27 - 3.28, are proposed to be non-refundable and priced at:

- £1 each for online purchases paid for by debit card;
- £1.20 each for online purchases paid for by credit card; or
- £2 each for online purchases paid by cash.

It is proposed that evening and weekend visitor passes for Wembley Hill, and Ealing Road zones be half the standard price (weekday prices in these zones will be at the standard price).

Cared-for permit

- 4.16. It is proposed that the cared-for permit proposed in paragraph 3.24 – 3.25 have a base price of:

- annual - in proportion to half the cost of a band 4 residential first vehicle permit rounded up to the nearest pound (*which would currently mean £50 for a cared-for permit or less than half the cost of the existing visitor household permit which currently fulfils this need*).
- short-term - in proportion to 15% the cost of a band 4 residential first vehicle permit rounded up to the nearest pound for each calendar month (*which would currently mean £8 pcm*).

- 4.17. It is proposed that the scheme for increasing the base price and offering cumulative discounts as described in paragraph 4.10 be adopted for cared for permits, except that a higher discount of £25 for telephone applications be applied to avoid disadvantaging this group of vulnerable customers

Business permits

- 4.18. Business permits are £180 p.a. for liveried permits and £300 otherwise. This is significantly cheaper than many of our neighbours for whom the average charge is about £500 p.a.

4.19. It is proposed that the price of the new unified business permit proposed in paragraph 3.10 – 3.12 be incrementally increased in proportion to the cost of a band 4 residential first vehicle permit, as follows:

- April 2013 400%
- April 2014 450%
- April 2015 500%

4.20. It is proposed that the new business-friendly option of a non-vehicle-specific business permit be subject to an additional supplement of 50%.

4.21. It is proposed that the price of all new business permits be calculated using the same multiple of the cost of an annual permit as described in paragraph 4.5.

4.22. It is proposed that a wider range of business permit durations are offered in the same way as proposed in paragraph 4.9 for residential permits.

4.23. It is proposed that the scheme for increasing the base price and offering cumulative discounts as described in paragraph 4.10 be adopted for business permits.

4.24. Pending the introduction of new business permits, it is proposed to increase the price to £250 for liveried permits and £350 otherwise, effective 1st December 2012.

Special permits

4.25. It is proposed that the price of a special permit, which has been £75 for several years, be incrementally increased in proportion to the cost of a band 4 residential first vehicle permit, as follows:

- November 2012 100%
- April 2013 150%
- April 2014 200%
- April 2015 250%

4.26. It is proposed that the scheme for increasing the base price and offering cumulative discounts as described in paragraph 4.10 be adopted for special permits.

Essential users

4.27. It is proposed that the price of proposed daily essential user passes are as follows:

- £2 for online purchases paid for by debit card;
- £2.20 each for online purchases paid for by credit card.

No cash or cheque payments will be accepted.

- 4.28. In the interim until the new arrangements are implemented, it is proposed that the price of essential user permits be increased from £125 to £130 p.a. effective from 1st December 2012.

Wembley event day permit

- 4.29. It is proposed that a £15 administrative charge be levied for reissue and each biennial renewal. £15 is the average permit processing administrative charge levied by London Boroughs.
- 4.30. It is proposed that the scheme for increasing the base price and offering cumulative discounts as described in paragraph 4.10 be adopted for special permits.

Temple zone visitor permit

- 4.31. It is proposed that a £15 administrative charge be levied for reissues and each biennial renewal. £15 is the average permit processing administrative charge levied by London Boroughs.
- 4.32. It is proposed that the scheme for increasing the base price and offering cumulative discounts as described in paragraph 4.10 be adopted for special permits.

Temporary courtesy permit

- 4.33. This has been £10 for several years. Pending withdrawal of this permit in favour of an emission-based one month permit, it is proposed to increase the price to £15 effective 1st December 2012.
- 4.34. It is proposed that the scheme for increasing the base price and offering cumulative discounts as described in paragraph 4.10 be adopted for special permits.

Replacement vehicle permit

- 4.35. This has been £10 for several years. Pending withdrawal of this permit following introduction of virtual permitting, it is proposed to increase the price to £15 effective 1st December 2012.
- 4.36. It is proposed that the scheme for increasing the base price and offering cumulative discounts as described in paragraph 4.10 be adopted for special permits.

Dispensation

- 4.37. This is for the temporary relaxation of ordinary parking control such as yellow lines for the temporary exclusive use of an individual or organisation, for example during building works. The charge is £15 per vehicle per day, and has been unchanged for many years.

- 4.38. It is proposed that the charge is payable in advance and increased to £25 per vehicle per day effective from 1st December 2012, and that an additional urgent processing fee of £20 be introduced for applications with less than three working days notice (excluding Saturday, Sunday and Bank Holidays).
- 4.39. It is proposed that the scheme for increasing the base price and offering cumulative discounts as described in paragraph 4.10 be adopted for dispensations too.

Suspensions

- 4.40. This is for the removal from general use of one or more parking bays for the temporary exclusive use of an individual or organisation, for example during premises removals. The charge compensates for the loss of income, the cost of making the temporary change, and a higher fee to reflect the undesirable nature of withdrawing the bay from being for the benefit of all the community.
- 4.41. The current charge of £15 per bay per day, plus a £10 administration fee, is considerably lower than that for most other authorities and this is further exacerbated by a variety of concessions, or in some cases no charges at all, for certain utilities.
- 4.42. It is proposed that the changes become payable in advance, in full, and are also changed as follows:

Charge	Unit	Description
£40	per bay, per day	Standard suspension bay rate
£80		Administrative fee for cancellations, early reinstatement and short-notice suspensions
£200	per vehicle	Short-notice suspension, vehicle relocation
£200		Unauthorised bay item return fee , payable in addition to any storage fee
£40	Per day (or part day)	Unauthorised bay item storage fee , payable in addition to any return fee
£800		Unauthorised bay item disposal fee
No charge		Suspension for Brent Council funded street scene maintenance

- 4.43. It is proposed that the scheme for increasing the base price and offering cumulative discounts as described in paragraph 4.10 be adopted for suspensions too.

5. TIMING

- 5.1. Delivery of the recommendations proposed out in this report will require a great deal of complex and inter-related steps involving the changing of computer systems, processing arrangements, customer behaviours and financial transactions. It will also take place during a period when we are preparing for a retendering that could possibly involve a change in contractor, and definitely a change in how the Council requires our parking contractor(s) to operate.
- 5.2. There are some unmoveable milestones: the ending of the existing contract on 3 July 2013; the relocation of some parking services to the Civic Centre in spring 2013; and the expiry of parking shop building leases.
- 5.3. There are some key dependencies such as the delivery of new or revised IT systems and also some operational pressure points, such as the Christmas shut down of some 3rd party suppliers, the Stadium operating season and the school academic year. It is also extremely important that there are no service interruptions as even one days loss of service would cost tens of thousands of pounds.
- 5.4. There are also some very strict legal obligations. The main one is the requirement that any change to parking or traffic controls, prices or arrangements are subject to a statutorily defined change process. There are two routes:
- Traffic order: this typically takes 4 – 9 months and involves a mandatory informal consultation, draft order publication, objection consideration, final order making² and publication by public notice; or
 - Traffic Notice: this typically takes 4 – 6 weeks and is typically reserved for minor changes in detail, such as an inflation price increase.
- 5.5. It is not possible to definitively indicate when each change will be made. However, the likely indicative implementation periods are listed below:

Indicative implementation period	Proposed change
1 month	Suspensions
2 months	<ul style="list-style-type: none">• Permit base price increase / discount• Flat rate 2nd / 3rd permit price supplement• Permit length price multiplier• Business permit price multiplier• Inflation price adjustment
9 – 15 months	<ul style="list-style-type: none">• Introduce 1 & 24 month permit• Introduce cared-for permit• Withdraw visitor household permit• Withdraw special permit• Mainstream virtual permitting• WSPPS permits re-authentication

² Delegated to Head of Transportation.

	<ul style="list-style-type: none"> • WSPPS visitor permit replacement • Business permit replacement • Essential User pass changes • Revised refund arrangements
9 – 18 months	<ul style="list-style-type: none"> • Rolling permits

6. LEGAL IMPLICATIONS

- 6.1. The Council is empowered by the Road Traffic Regulation Act 1984 (as amended) and the Road Traffic Act 1991 to provide parking places on and off the highway and to charge for their use. The proposals would be introduced by the promotion of a Traffic Regulation Order under the Road Traffic Regulation Act 1984.

7. FINANCIAL IMPLICATIONS

- 7.1. This report seeks to make changes in support of the OneCouncil Parking Project (OCP). The OCP expects to make financial savings through several work-streams including: future savings from retendering the parking contract, closing the parking shops, improving the collection rate for Penalty Charge Notices and reducing back-office costs through automation. This report - simplification - is just one work-stream. Collectively all OCP work-streams aim to make the following financial betterments:

- 2012/13: £277k; and
- 2013/14: £300k.

- 7.2. The financial forecasts of the impact of the above proposals are complex and very dependent on second-guessing how driver and customer behaviour will change. However they include some assumptions:

- No change in volumes;
- No new IT costs in 2012/13;
- No overhanging leases to service;
- No capital cost requirement; and
- No redundancy costs.

- 7.3. Estimated changes to income as a consequence of the recommended changes in this report are set out below. It should be noted that some recommended price-changes can only be implemented at the end of a lengthy legal process and thus cannot be taken into account in 2012/13.

Permit price change	2012/13 (£000's)	2013/14 (£000's)
Residential permit inflation	16	50
Residential permit duration pricing	2	10
Business permit	6	70
Special permits	0.5	(5)
Essential users	1	-
Visitor passes / Cared for permit	neutral	neutral
WSPPS	-	-
Suspension	-	10
Dispensation	2	25
Temporary permits	0.3	-
Replacement permits	0.3	-
Total	28	160

- 7.4. The key change to expenditure arises from the interaction of these changes with the closure of the parking shop, which includes a back-office arrangement that undertakes permit processing. A 33k p.c.m. reduction in expenditure will arise from the closing of both parking shops (Oct 2012 – Feb 2013). However this is offset by likely additional £5k p.c.m. costs in telephone handling. Giving an estimated net saving of £28k p.c.m. During the period between the parking shop closure and the introduction of virtual permits at the start of the new contract, there will be an additional monthly cost estimated £8k for printing and posting of paper permits.

- 7.5. Assuming a worst case scenario of parking shop closure in Feb 2013, this gives savings of:

Month	Net efficiency
Mar 2013	20
April 2013	20
May 2013	20
June 2013	20

From July 2013, we will have a new parking contractual arrangement in place and the tendered prices for this are not yet know. However, it seems highly likely that these sorts of efficiencies are likely to be reflected in the new contract price.

- 7.6. The costs involved in the proposed introduction of rolling permits are not yet known. However it is likely that IT development will be delivered through the forthcoming new parking contract. The use of rolling permits is likely to further reduce authentication and transaction costs.

- 7.7. Changes to permit arrangements require Traffic Management Orders to be substantially changed. It is likely that the best approach will be their wholesale rewriting and reissue. This presents an opportunity to: write TMOs in a more modular way which makes future change easier; and to digitise all TMOs. However, this is an undertaking that goes beyond our in-house TMO capacity and specialist support will be needed at a likely cost of £40k in 2012/13.

8. DIVERSITY AND EQUALITIES IMPLICATIONS

- 8.1. The public sector duty is set out at Section 149 of the Equality Act 2010. It requires the Council, when exercising its functions, to have due regard to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, and to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not share that protected characteristic.

- 8.2. A protected characteristic is defined in the Act as:

- age;
- disability;
- gender reassignment;
- pregnancy and maternity;
- race;(including ethnic or national origins, colour or nationality)
- religion or belief;
- sex;
- sexual orientation.

- 8.3. Marriage and civil partnership are also a protected characteristic for the purposes of the duty to eliminate discrimination. The previous public sector equalities duties only covered race, disability and gender.

- 8.4. Having due regard to the need to advance equality of opportunity between those who share a protected characteristic and those who do not includes having due regard to the need to remove or minimise disadvantages suffered by them. Due regard must also be had to the need to take steps to meet the needs of such persons where those needs are different from persons who do not have that characteristic, and encourage those who have a protected characteristic to participate in public life.

- 8.5. The steps involved in meeting the needs of disabled persons include steps to take account of the persons' disabilities.

- 8.6. The Council's duty under Section 149 of the Act is to have 'due regard' to the matters set out in relation to equalities when considering and making decisions. Accordingly due regard to the need to eliminate discrimination, advance equality, and foster good relations must form an integral part of the decision making process. Members must consider the effect that implementing a particular policy will have in relation to equality before making a decision.

- 8.7. There is no prescribed manner in which the equality duty must be exercised. However, the council must have an adequate evidence base for its decision making. This can be achieved by gathering details and statistics on who use the service and how the service is used. The potential equality impact of the proposed changes has been assessed, and that assessment is found at Appendix A.
- 8.8. Data on protected characteristics in direct connection with car usage is limited and therefore use is made of wider datasets. The attached EIA identifies that many of the proposals do not requires equalities assessment, including: inflation adjustments, essential users permits, suspensions and dispensations and business permits because they are universal in impact or impact solely on businesses rather than individuals.
- 8.9. Whilst the attached EIA assessment identifies that there is likely to be a differential impact on the grounds of race, disability and age, the proposal includes measures to mitigate the impact as described in section 6 of the EIA, including:
- Telephone access and public internet access at Brent libraries and local internet cafes for users with no internet access at home or on a smart phone;
 - W3C website compliance and telephone access for disabled internet users;
 - appointment-based one to one support in Council parking office, for customers with very low computer literacy or particular disability;
 - cash payment option for drivers with no bank account;
 - a new cared-for permit, that is priced lower than the existing arrangement, for residents that have a high number of otherwise costly parking requirements for their carer(s)
 - development of a shorter permit durations that accommodate the need for lower priced and short duration payment;
 - development of longer permit duration with better value-for-money payment arrangements;
 - new arrangement to facilitate cash payments at a number of local retailers to replace the existing arrangement for cash at just two Council premises;
 - gradual and phased implementation of changes;
 - a communications campaign to increase understanding of changes and mitigations available; and
 - retention of existing arrangements for no cost disabled permits.
- 8.10 After the extensive mitigation measures described above have been considered, there may be some remaining impact. However, this is likely to be negligible given that it is increasingly difficult to legally buy a car, obtain annual

insurance, obtain a driving licence, obtain car tax etc, without a bank account or electronic means of payment or with language difficulties. The council is entitled to consider countervailing factors when deciding what further steps could be taken to further mitigate any impact, or in deciding whether to proceed with the proposals, such factors include the budgetary and practical constraints upon the Council. In the circumstances members are advised that it is reasonable to proceed as proposed.

9. STAFFING IMPLICATIONS

9.1. The changes are expected to reduce the extent of some work streams for the in-house parking client team, for example time spent processing refunds and Essential User permits. However, the increasing number of FPN representations that cannot be out-sourced (CCTV issuance) is having a much greater impact on resources. Any efficiency will therefore be redirected into processing CCTV representations.

10. PROPERTY IMPLICATIONS

10.1. There are no property implications.

Background Papers

- 23 April 2012 Executive report proposing closure of parking shops³

Contact officers


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³ <http://democracy.brent.gov.uk/mgIssueHistoryHome.aspx?IId=7054&Opt=0>

Appendix A – Equalities Impact Assessment

Department: Environment and Neighbourhood	Person Responsible: Christopher Taylor
Service Area: Safer Streets	Timescale for Equality Impact Assessment :
Date: 20 July 2012	Completion date:
Name of service/policy/procedure/project etc: One Council: Parking Project	Is the service/policy/procedure/project etc: New <input checked="" type="checkbox"/> Old <input type="checkbox"/>
Predictive <input checked="" type="checkbox"/> Retrospective <input type="checkbox"/>	Adverse impact <input type="checkbox"/> Not found <input checked="" type="checkbox"/> Found <input type="checkbox"/> Service/policy/procedure/project etc, amended to stop or reduce adverse impact Yes <input type="checkbox"/> No <input type="checkbox"/>
Is there likely to be a differential impact on any group? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Please state below:
1. Grounds of race: Ethnicity, nationality or national origin e.g. people of different ethnic backgrounds including Gypsies and Travellers and Refugees/ Asylum Seekers Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	2. Grounds of gender: Sex, marital status, transgendered people and people with caring responsibilities Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
3. Grounds of disability: Physical or sensory impairment, mental disability or learning disability Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	4. Grounds of faith or belief: Religion/faith including people who do not have a religion Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
• Grounds of sexual orientation: Lesbian, Gay and bisexual Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	• Grounds of age: Older people, children and young People Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Consultation conducted Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Person responsible for arranging the review: David Thrale	Person responsible for publishing results of Equality Impact Assessment: David Thrale
Person responsible for monitoring: David Thrale	Date results due to be published and where: Executive report 19 September 2012
Signed: 	Date: 28 August 2012

Please note that you must complete this form if you are undertaking a formal Impact Needs/Requirement Assessment. You may also wish to use this form for guidance to undertake an initial assessment, please indicate.

1. What is the service/policy/procedure/project etc to be assessed?

Parking– Simplification, pricing and access arrangements for parking permits and similar parking services

2. Briefly describe the aim of the service/policy etc? What needs or duties is it designed to meet? How does it differ from any existing services/ policies etc in this area

Introduction

A revision of the pricing scheme for parking permits forms part of a wider Parking Project aimed at changing the way we deliver our Parking Service.

There are about 20 different permit types, with most being available on a three, six or 12 month basis. With the introduction of emissions based pricing for resident permits, there are now around 150 separate price points for permits. There are also variations in eligibility criteria across these products too.

The current permit pricing system is unnecessarily complex and the Parking Service has adopted principles to fundamentally simplify local parking options (paragraph 4.4 of the Executive Report). A new pricing scheme for the following permits is proposed, to ensure that the service reflects these adopted principles:

Residential permits (paragraphs 4.6 - 4.14 of the Executive Report)

Visitor pass (paragraph 4.15 of the Executive Report)

Cared-for permits (paragraphs 4.16 – 4.17 of the Executive Report)

Business permits (paragraphs 4.18 – 4.24 of the Executive Report)

Special permits (paragraphs 4.25 – 4.26 of the Executive Report)

Essential users (paragraph 4.27 – 4.28 of the Executive Report)

Wembley Event Day permits (paragraph 4.29 -4.30 of the Executive Report)

Temple zone visitor permit (paragraph 4.31 – 4.32 of the Executive Report)

Temporary courtesy permit (paragraph 4.35 – 4.36 of the Executive Report)

Replacement vehicle permit (paragraph 4.33 – 4.34 of the Executive Report)

Dispensations (paragraphs 4.37 – 4.39 of the Executive Report)

Suspensions (paragraphs 4.40 – 4.43 & appendix c of the Executive Report)

3. Are the aims consistent with the council's Comprehensive Equality Policy?

This project is consistent with the Council's aim to ensure that the services provided are relevant to the needs of the community. The EIA is carried out to support good decision-making and to understand how different people will be affected by the revision of the parking permit pricing scheme.

The project is consistent with the aim of the council's Equality Policy to ensure that: "services must be relevant, responsive and sensitive and that the council must be perceived as fair and equitable in its provision of services".

Later on in this EIA we will attempt to identify any of eight "protected characteristic" groups that might be affected by the revision of the parking permit pricing scheme.

4. Is there any evidence to suggest that this could affect some groups of people? Is there an adverse impact around race/gender/disability/faith/sexual orientation/health etc? What are the reasons for this adverse impact?

This Equality Assessment has been undertaken to determine the impact of revising the parking permit prices on Brent residents who purchase parking permits. This generally includes residents who own cars and live in Controlled Parking Zones (CPZs), and residents in CPZs who require visitor's parking permits.

This assessment has considered the 8 protected characteristics covered by the Public Sector Equality Duty as well as those considered to be economically poorer, as a revision of permit pricing may have a significant impact on those who fall within this group.

Age

Analysis shows that 23.16% of the population within the CPZs, are over 60 years old. This is less than the national average of 32.80%. However, it is estimated that 5663 people over the age of 60 are non-internet users (4.58% of the total population within the CPZs) and may therefore be affected by changes that will result in non-internet based permit applications costing more. The Mosaic Interactive Guide also shows that these mosaic types generally have a low likelihood to self-service.

Elderly residents on pensions may have tight budgets and prefer to buy shorter length permits as they can't afford the outlay for an annual permit. These residents will be affected by the change that will result in shorter length permits attracting a higher proportionate charge.

The data for those mosaic types which have the highest proportion of elderly households (> 25%) was analysed to determine what percentage do not have access to a direct payment bank account for online or telephone payments. All of these mosaic types (except type 41) are below the national average (5.61%) for households without bank accounts. However it is not possible to determine what percentage of those without bank accounts fall into the >60years age group.

What is also not clear is the number of elderly residents who own cars and require permits. It is not unreasonable to assume that a large proportion of pensioners in Brent prefer to make use of public transport and their free bus passes. These particular residents will however be impacted by the changes for buying Visitor Parking Permits.

The introduction of the new visitor pass scheme (paragraph 3.27 of the Executive Report) will disproportionately impact elderly CPZ residents that require the services of carers. Some elderly residents require up to five carer visits per day. As such, the Cared-for permit (paragraphs 3.29 – 3.33, and 4.16 – 4.17 of the Executive Report) is proposed, to mitigate this impact.

Although it is difficult to fully determine the extent of the impact of the permit pricing changes, it is fair to say that it will have an impact on some elderly residents, although this is mitigated by proposals that the Cared-for permit be priced significantly lower than the existing arrangement for carer parking (paragraph 4.16 – 4.17 of the Executive Report)..

Disability

Analysis of the data shows that there are 1021 people claiming disability benefits within the CPZ areas. Disabled parking permits (or Blue Badges) are issued by Social Services and do not form part of these proposed permit price changes.

Disabled residents in CPZs will however have to purchase Visitor Parking Permits. These are available to purchase online at the standard rate (£1 for 4 hours), and at twice the standard rate if bought using cash. Disabled residents with visual impairment may not find the internet fully accessible while those with a physical impairment may find it difficult to use a mouse to navigate the web. Residents with learning difficulties may also struggle to complete service requests via the internet. Residents, who are deaf, have speech impediments or learning difficulties may not be able to

complete transactions on the phone.

The introduction of the new visitor pass scheme (paragraph 4.15 of the Executive Report) will disproportionately impact disabled CPZ residents that require the services of carers. Some disabled residents require up to 5 carer visits per day. As such, the Cared-for permit (paragraphs 3.29 – 3.33, and 4.16 – 4.17 of the Executive Report) is proposed, to mitigate this impact.

Gender reassignment

No impact identified.

Pregnancy and maternity

No impact identified.

Race

According to the analysis of the Mosaic data, there are 23,459 households within the CPZs of non-British backgrounds. This equates to 43.5% of the households within the CPZs. Some Mosaic types such as type 42, have as much as 94.5% of residents from non-British backgrounds. This is likely to have an impact on the residents' ability to speak English and will therefore impact on their ability to pay for permits online and by phone.

The seven mosaic types within the CPZs with greater than 50% of households with a non-British background are 20, 40, 42, 62, 63, 64 and 65. According to the data, 28.1% are non-internet user households, which is less than the national average of 29.9%. The Mosaic Interactive Guide also shows that these mosaic types have an average to very-low likelihood to self-service.

According to the data all of these seven mosaic types are above the national mean (5.61%) for households without bank accounts. The average for these seven types is 9.6% with mosaic type 42 (South Asian communities experiencing social deprivation) averaging 18%. In terms of numbers within the CPZs however, the number of households within these seven mosaic types that do not have bank accounts is 1714 or 3.21% of all households. The mosaic types with the highest number of non-British households, are also amongst the highest with household income less than £15,000.

Taking the above into account, a higher proportion of households with residents of non-British backgrounds are likely to pay for their permits in cash, which will incur the cash-payment supplements. However, these mosaic types also have a high % of households without cars, in some instances more than 4 times higher than the national mean of 13.33%.

The CPZs W and E have extended hours of operation and residents receive a visitor's permit for this extended time period. The proposal is to withdraw these permits, and visitors will pay 50% of the cost of a virtual visitor pass during the extended time period (paragraph 4.15 of the Executive Report). Data shows that there are 2029 households within these CPZs and 59% of them are from 2 mosaic types (20 and 40) which are dominated by households of non-British (mainly Asian) backgrounds.

Religion or belief

No impact identified.

Sex

No impact identified.

Sexual orientation

No impact identified.

Socio-economic/income

This is not a specific protected characteristic group but may be a factor for a range of protected characteristic groups. According to the analysis, those households with an income less than £15,000 tend to also be those with a higher percentage of residents without bank accounts, on benefits and non-internet users. These residents are therefore more likely to prefer cash payments and are less likely to be able to afford the outlay for annual tickets. They will therefore be impacted by higher prices for permits bought with cash, and higher proportionate charges for shorter length permits.

However it is fair to deduce that those households on low income may not be able to afford a car. For example mosaic type 62 has the highest number of households with an income < £15,000. 52.69% of the households within this mosaic type do not have cars, which is significantly above the national average of 13.33%.

It is not possible to analyse the data in such a way that you can see how many households on low income own cars, but do not have internet access or direct payment accounts. However, the upper scale of the issue can be demonstrated by the following numbers:

There are 53,336 households in the CPZs (as part of this analysis, 44 were removed to simplify the dataset and 403 were unknown)

33,112 households have cars (20,224 households do not)

12,554 are non-internet using households.

8,551 Households have a household income less than £15,000 a year.

3,408 households have no direct payment account

5. Please describe the evidence you have used to make your judgement. What existing data for example (qualitative or quantitative) have you used to form your judgement? Please supply us with the evidence you used to make your judgement separately (by race, gender and disability etc).

The evidence below has been represented by the proposed pricing revisions.

Increasing permit prices by inflation

Increasing prices annually by the rate of inflation affects all residents across all CPZs. The annual prices rises will be dictated by the Retail Pricing Index, an index that applies to many government services, including social housing rent increases. The rise in price by the RPI will ensure that the permit prices remain consistent with national inflation, and therefore ensure that the Council's income generation through parking permits remains consistent. This is not deemed to require an Equalities Assessment.

Residents permits

Simplification of emissions bands for multi-car households

The simplified proposal to have a single pricing band based on vehicle emissions and a £40 supplement for a second car, and a £80 supplement for a third car is effectively an overall "cost-neutral" change. It is therefore not deemed to have a significant impact on residents. Given the various combinations of vehicles that households may have, some combinations will cost slightly more than before, and others slightly less. The two examples below demonstrate this:

Scheme	Emissions band			Supplements	Total	Difference
	1st car	2nd car	3rd car			
	5	3	1			
Current	125	113	100	0	338	
Proposed	125	75	0	40 + 80 = 120	320	-18

The proposed new pricing scheme will cost £18 less for this combination of cars.

Scheme	Emissions band			Supplement	Total	Difference
	1st car	2nd car	-			
	4	2	-			
Current	100	75		0	175	
Proposed	100	50		40	190	15

The proposed new pricing scheme will cost £15 more for this combination of cars.

Given that the overall price changes from this pricing simplification will be "cost-neutral" in terms of income generation for the Council, this specific proposal is not deemed to have an equalities impact.

The parking shops currently do not gather equality information of users of the service, therefore the issues / impacts analysis is largely based on the Mosaic Public Sector 2009 Grand Index (updated November 2010) to cover all residents living in the CPZ areas. The following parking permit price changes will have an impact on residents:

- *Shorter length permits attracting a higher proportionate cost*
- *Supplements for phone-based transactions and cash-based payments*
- *Admin fee for renewing permits in the Wembley Event Day Protected Parking Scheme*
- *Visitor passes*

To analyse this impact on residents, the following indicators were assessed from the Mosaic Grand Index:

Source	Indicator	Description
Mosaic	Mosaic types	To identify how many households falling within each Mosaic type live within the CPZ areas, also expressed as a percentage of the total number of households in all CPZ areas. The Mosaic customer type was also referenced against corresponding equalities characteristics.
	Likelihood to self service	This indicator provides an insight as to whether customers are likely to take up the proposed service offer
	Service channels preference	This indicator provides an insight as to whether customers are more or less receptive to using online or phone services
Mosaic Public Sector 2009 Grand Index (updated Nov 2010)	Internet Usage	This indicator provides an insight as to whether customers tend to use the Internet
	General finances	This indicator provides an insight as to whether customer within a Mosaic type tend to own credit or debit card(s) or whether they have no direct payment account
	Benefit claimants	The percentage of people on benefits by mosaic type.
	Net annual income	The net annual household income.
	Disability	Percentage of households claiming disability benefit.
	Cars per household	Number of cars per household based on mosaic type.
	Ethnicity	Provides a breakdown of the percentages of ethnic groups by Mosaic type,
	Age	Provides a percentage breakdown of the population within the mosaic types. Age categories greater than 60 years have been considered.

In summary, there are 59 mosaic types within the CPZs. In order to simplify the data analysis all those mosaic types which represented less than 0.1% of the households in the CPZs were removed. This accounted for 28 mosaic types and in total, 0.70% of the households in the CPZs. A further mosaic type "Unknown – 99" was also removed as this did not contain any data to analyse.

Essential user day pass

This affects anyone carrying out statutory duties on behalf of the council, community care, NHS or charities and is therefore not deemed to be an equalities issue.

Bay suspensions

The majority of these permits are for businesses undertaking works on the road, placing skips etc. and is not deemed to be an equalities issue.

Business permits and associated changes

This is not deemed to be an equalities issue.

The data analysis undertaken is available to view and is presented in the following documents/spreadsheets:

- Mosaic type by CPZ.xlsx
- Likelihood to self service.xlsx
- Mosaic Grand Index.xlsx
- Mosaic Grand Index Data Analysis.docx
- Current emissions example calculation.docx

6. Are there any unmet needs/requirements that can be identified that affect specific groups? (Please refer to provisions of the Disability Discrimination Act and the regulations on sexual orientation and faith, Age regulations/legislation if applicable)

The key issues likely to impact on protected characteristic groups identified in Part 4 are:

- Difficulties for those on lower income, who can't afford the outlay for annual permits.
- Difficulties for those who don't have internet access, have difficulty using the internet and have no computer literacy.
- Difficulties for those who don't have a direct payment bank account.

The following table presents mitigation measures to address the above impacts:

Equalities trait	Impact	Mitigation
Age Race Socio-economic	Shorter length permits attract a higher proportionate charge.	None.
Age Disability Race Socio-economic	No home access to the internet	Applying for permits can be completed over the telephone. Free computer and internet access is available at Brent Libraries. Internet Cafes are also available at many locations throughout the Borough.
Disability	Application and payment online for those with visual impairment, physical impairment, hearing impairment and learning difficulties.	The Brent website has been designed to follow the accessibility guidelines issued by the World Wide Web Consortium (W3C) and the Royal National Institute of Blind People (RNIB). Text size for the site can also be changed using the browser. Access keys are available on Brent's website to help users move around the key pages of the site without having to use a mouse. Applying for permits and setting up/topping up a visitor permit account can be completed over the telephone.

		One to one support in completing parking transactions can be provided in local Council offices.
Age Disability Race	No computer literacy	One to one support in completing parking transactions can be provided in local Council offices
Age Race Socio-economic	No direct payment bank account	Option available to pay in cash.

In addition to the above, this assessment also identified potentially high visitor parking costs for those who require the services of carers. These residents would fall into the Age and Disability protected groups. The introduction of a Cared-for permit will mitigate this impact.

7. Have you consulted externally as part of your assessment? Who have you consulted with? What methods did you use? What have you done with the results i.e. how do you intend to use the information gathered as part of the consultation?

No.

8. Have you published the results of the consultation, if so where?

No.

9. Is there a public concern (in the media etc) that this function or policy is being operated in a discriminatory manner?

There has been some coverage in local newspapers expressing concern about the parking shops closing, highlighting how customers without access to the internet will obtain parking permits. However this has not specifically highlighted a discriminatory concern.

10. If in your judgement, the proposed service/policy etc does have an adverse impact, can that impact be justified? You need to think about whether the proposed service/policy etc will have a positive or negative effect on the promotion of equality of opportunity, if it will help eliminate discrimination in any way, or encourage or hinder community relations.

There is a potential impact for some groups on grounds of age, race, disability and socio-economic status. Those that have not been mitigated in section 6, are justified below:

Change	Impact	Justification
Shorter length permits attract a higher proportionate charge	Age Race Socio-economic	For those who can't afford the price of an annual parking permit upfront, shorter length permits are available for 3 and 6 months, albeit at a higher proportional cost. It is also proposed to introduce a new 1 month permit. This change better reflects the true cost of processing a permit for the same vehicle several times a year and adheres to the principle that buying a longer period permit should be reflected in a lower unit price.
Higher cost for permit applications made over the phone	Age Disability Race Socio-economic	This supplement is to account for administrative costs associated with applications made over the phone. It is also to encourage customers to move to the lower cost/higher satisfaction online channel.

Higher cost for cash payment	Age Race Socio-economic	This supplement is to account for additional costs associated with the new cash payment system. It is also to encourage customers to move to the lower cost/higher satisfaction online channel.
£15 renewal admin fee for Wembley Event Day Permits	Race	This fee is to cover the administrative costs associated with re-authenticating and issuing the permits. The charge is the average administrative charge levied by London Boroughs.
Daily visitor permits to be £1 for 4 hours instead of 1 day, and £2 for those bought using cash.	Age Disability Race Socio-economic	The change to four hours is to ensure that resident parking is better protected. The higher cash price is to account for additional costs associated with the cash payment system. It is also to encourage customers to move to the lower cost/higher satisfaction online channel.
Paying for visitor passes at the 50% discount rate for the extended hours of operation of the W, E & T CPZs.	Race Socio-economic	The change is to ensure that resident parking is better protected. The discounted rate is not deemed to have a significant financial impact.

11. If the impact cannot be justified, how do you intend to deal with it?

This EIA shows that the impacts can be either mitigated or justified.

12. What can be done to improve access to/take up of services?

A clear and effective communication strategy will improve take up of the services. The impact and effectiveness of the changes must also be monitored to ensure continuous improvement.

13. What is the justification for taking these measures?

The council needs to respond effectively to the central government changes to local authority funding and still deliver a high quality, consistent customer service offer to all residents despite tighter financial constraints and the need to make budgetary savings. The proposed changes to parking permit prices ensures that the pricing structure is simpler, and encourages a shift towards online processing and payment which is a lower cost with higher customer satisfaction.

14. Please provide us with separate evidence of how you intend to monitor in the future. Please give the name of the person who will be responsible for this on the front page.

The general equality duty is a continuing one, and equality considerations will be taken into account both when decisions are made and after the changes have been put in place. Equalities data is not currently captured within the Parking Service, and monitoring mechanisms will be introduced going forward.

Post implementation of the changes, there will be detailed analysis of key performance indicators including transaction volumes, transaction types, processing time and take up of the various service options by protected characteristic groups. This will enable the service to respond to issues that are identified. Responsibility for this will rest with David Thrall, Head of Safer Streets.

15. What are your recommendations based on the conclusions and comments of this assessment?

Current non-internet users may use the Councils free internet in Brent Libraries to process and pay for their parking permits. Although the actual numbers are unclear, there are around 12,554 non-internet using households within the CPZs. This could potentially have an impact on the limited

number of computers available at Brent Libraries.

Should the Council:

1. Take any immediate action? **No**
2. Develop equality objectives and targets based on the conclusions? **No**
3. Carry out further research? **No**

16. If equality objectives and targets need to be developed, please list them here.

Not applicable.

17. What will your resource allocation for action comprise of?

Signed by the manager undertaking the assessment:



Full name (in capitals please): David Thrall

Date: 16 August 2012

Service Area and position in the council: Head of Service. Safer Streets. Environment and Neighbourhood Services

Details of others involved in the assessment - auditing team/peer review: Christopher Taylor, Enforcement Officer, Safer Streets. Environment and Neighbourhood Services

Appendix B – Example communications



Park Online

it's e-easy

Renew a permit
Pay a fine
Instant and secure


Brent

www.brent.gov.uk/parking

Appendix C – proposed bay suspension arrangements

Suspensions - standard

- Minimum of 14 days notice required to allow parkers sufficient time to remove vehicle before suspension.
- Vehicles left in suspended bays, removed upon implementation.
- Removal costs payable by vehicle keeper.

Suspensions – short notice

- Short notice suspensions are ordinarily not permissible, to avoid removal of overstaying vehicles without sufficient advance warning. However, there are some emergencies and where public safety or security requirements take precedence, and therefore short notice suspensions are at the sole discretion of the Council.
- A short-notice administrative fee is payable in addition to standard bay charges.
- Removal of vehicles from short-notice suspensions can be arranged at the applicant's request. Vehicles parked in bays at time warning notices are erected cannot be removed as a parking offence, but can be relocated for a relocation fee payable in advance by the applicant. Vehicles parked in bay after warning notices are erected may be removed as a parking offence and the costs of removal will fall to the vehicle owner in the normal way.

Bay hijacking

When a bay is obstructed without authorisation, any unauthorised items removed from bays will be subject to a return fee, storage fee and disposal fee.

Cancellations and early reinstatement

Cancellations and early finishes (returning bays back to public use earlier than planned) are permissible provided at least one working days notice is given. A administrative fee will be deducted from any refunds due. Refunds can only be made for full days.


Appendix D – proposed resident permit prices illustrated

Band	1	2	3	4	5	6	7
Emissions (gCO ₂ /km)	<110	110-130	131-150	151-175	176-200	201-255	255+
	<110	1101-	1201-	1551-	1801-	2401-	3000
Engine size (cc)	0	1200	1550	1800	2400	3000	+
24 month permit							
1st vehicle	0	101	152	203	252	302	404
2nd vehicle	78	179	230	281	330	380	482
3rd vehicle	156	257	308	359	408	458	560
12 month permit							
1st vehicle	0	52	78	104	129	155	207
2nd vehicle	40	92	118	144	169	195	247
3rd vehicle	80	132	158	184	209	235	287
6 month permit							
1st vehicle	0	31	47	62	77	93	124
2nd vehicle	24	55	71	86	101	117	148
3rd vehicle	48	79	95	110	125	141	172
3 month permit							
1st vehicle	0	21	31	42	52	62	83
2nd vehicle	16	37	47	58	68	78	99
3rd vehicle	32	53	63	74	84	94	115
1 month permit							
1st vehicle	0	10	16	21	26	31	41
2nd vehicle	8	18	24	29	34	39	49
3rd vehicle	16	26	32	38	42	47	57

The base price on which all others are based, is an annual permit for a mid-range vehicle and is shown above circled.

Appendix E – current permit prices

Brent Band							
	1	2	3	4	5	6	7
For vehicles registered on or after 1st of March 2001							
Vehicle Emissions (gC02/km)	<110	110-130	131-150	151-175	176-200	201-255	255>
Brent Band							
	1	2	3	4	5	6	7
For vehicles registered before 1st of March 2001							
Vehicle Engine Size (cc)	<1100	1101-1200	1201-1550	1551-1800	1801-2400	2401-3000	3000>
Resident Permit for 1 Year							
1st Resident Permit	£0	£50	£75	£100	£125	£150	£200
Visitor Permit charges are in brackets	(£110)	(£110)	(£110)	(£110)	(£135)	(£160)	(£210)
2nd Resident Permit	£75	£75	£113	£150	£188	£225	£300
Visitor Permit charges are in brackets	(£110)	(£110)	(£123)	(£160)	(£198)	(£235)	(£300)
3rd Resident Permit	£100	£100	£150	£200	£250	£300	£300
Visitor Permit charges are in brackets	(£110)	(£110)	(£160)	(£210)	(£260)	(£300)	(£300)
Resident Permit for 6 Months							
1st Resident Permit	£0	£31	£43.50	£56	£68.50	£81	£106
Visitor Permit charges are in brackets	(£56)	(£56)	(£56)	(£56)	(£68.50)	(£81)	(£106)
2nd Resident Permit	£43.50	£43.50	£62.50	£81	£100	£118.50	£156
Visitor Permit charges are in brackets	(£56)	(£56)	(£81)	(£81)	(£100)	(£118.50)	(£156)
3rd Resident Permit	£56	£56	£81	£106	£131	£156	£156
Visitor Permit charges are in brackets	(£56)	(£56)	(£81)	(£106)	(£131)	(£156)	(£156)
Resident Permit for 3 Months							
1st Resident Permit	£0	£18.50	£24.75	£31	£37.25	£43.50	£56
Visitor Permit charges are in brackets	(£31)	(£31)	(£31)	(£31)	(£37.25)	(£43.50)	(£56)
2nd Resident Permit	£24.75	£24.75	£34.25	£43.50	£53	£62.25	£81
Visitor Permit charges are in brackets	(£31)	(£31)	(£34.25)	(£43.50)	(£53)	(£62.25)	(£81)
3rd Resident Permit	£31	£31	£43.50	£56	£68.50	£81	£81
Visitor Permit charges are in brackets	(£31)	(£31)	(£43.50)	(£56)	(£68.50)	(£81)	(£81)
Visitor Household Permit Band							
	1	2	3	4	5	6	7
Visitor Household Permit Charges are marked in brackets (only one permit per household can be issued)	As above	As above	As above	As above	As above	As above	As above
All Other Vehicles							
	3 Months			6 Months		1 Year	
Business Liveried Permit	£60			£100		£180	
Business Permit	£90			£160		£300	
Doctor's Exempt Permit	£150 per Year						
Temporary Permit	£10 per Month						
Replacement Permit (Lost, stolen, or defaced permit)	£10 per re-print						

	<p style="text-align: center;">Executive 19 September 2012</p> <p style="text-align: center;">Report from the Director of Environment and Neighbourhood Services</p>
<p style="text-align: right;">Wards Affected: [ALL]</p>	
<p style="text-align: center;">Update on the Cross Borough Parking collaboration</p>	

1.0 Summary

- 1.1 This report provides an update on key issues of the tender process such as highlights of the proposed specification, confirmation of the final scope of the contract, agreement of the evaluation criteria and details of the governance arrangements.

2.0 Recommendations

- 2.1 That the Executive give approval to the pre-tender considerations for the proposed Parking Services contract as set out in section 4 of the report as per requirement of Contract Standing Order 89 (Pre-tender Consideration).

3.0 Detail

- 3.1 Approval was given to Officers to invite tenders for a joint contract with other participating members of the WLA at the Executive in July 2012. This report now seeks to provide an update on the progress of the Working Group in the three key areas of contract specification, final scope of the contract and the proposed governance arrangements.
- 3.2 In terms of specification highlights, this predominantly relates to the implementation of technology on both enforcement practices and certain customer processes. It is likely that the percentage of enforcement undertaken via CCTV will increase with the introduction of Automatic Number Plate Recognition (ANPR). In conjunction with the introduction of a paperless permit system and an increase in the take up of cashless parking, vehicles fitted with ANPR equipment will be able to undertake greater enforcement responsibility in a shorter space of time. Details of both paperless permits and cashless parking schemes are provided in reports due at the September Executive.

- 3.3 The July report also referred to the possibility of including in the new contract the in house team that handles appeals to an Adjudicator and formal representations. Officers reviewed this possibility but have decided not to recommend the inclusion within the scope of this contract. Statutory Guidance issued by the Secretary of State suggests this element should remain in house although some Local Authorities have taken steps to circumnavigate this recommendation. It is also perceived that retaining this element of control of the appeal process increases the quality control of the service provider and this factor outweighed the marginal savings that may arise.
- 3.4 The scope of the Brent tender will replicate that of previous Parking tenders, that is to say that no new services will be included. Hounslow have confirmed their intention to duplicate the requirements of Brent with the exception of cashiering which will remain a corporate function. Ealing currently have an external provider for on street services, therefore initially only the back office function will be included within the scope of this contract. Ealing have also stated that, based on returned prices, they would want to retain the option to include on street operations either from the start or at the end of their current arrangements in 2015.
- 3.5 The Governance arrangements detailed previously were as per those preferred for the Cross Borough Procurement of Cultural Services, i.e. Lead Borough Model (weak) in Partnership model. Following discussions with the Steering group it has been agreed to continue with this model during the procurement with Brent acting as the Lead Borough.
- 3.6 Governance arrangements post contract award have been identified as a key element for the proposed savings. Reduced client function would streamline the process for the preferred bidder whilst reducing costs for individual Boroughs. Discussions were held on current contract management arrangements deployed within the three boroughs and although there are variations, essentially the same functions are undertaken but either by different service units or at differing levels of management. In order for individual Boroughs to retain sovereignty over individual operations, it has been agreed to retain the reporting lines between Boroughs and contractor, however it is envisaged that a Parking Board will be created with equal representation from each Borough at Director or Assistant Director level to review contract performance and resolve potential issues.
- 3.7 There are a number of different TUPE scenarios. Brent has no existing council staff liable for transfer but Hounslow currently operates both the on street enforcement and back office processes in house and Ealing operate their back office process in house with an external provider for the on street operations. A method of tender evaluation will be required to ensure that no Borough incurs higher costs as a result of the collaboration than would have been the case had they tendered for the services separately. For this reason a Partnership Agreement or some other form of legally binding document will be prepared for this collaborative procurement.
- 3.8 There are no other variations or points of clarification to the original recommendations; it is intended to tender the contract as a Part B service via a two-stage approach but with an additional Best And Final Offers (BAFO) stage.
- 3.9 Due to the size of the contract and to allow for set up costs, pay back of Capital Investment and to be deemed sufficiently attractive to the market, the initial term will be 5 years as per feedback from soft market testing. In order to allow for a similar level of reinvestment to be made after the initial five year term, a further five year option has been sought and agreed by the Executive in July.

4.0 Pre Tender Considerations

- 4.1 In accordance with Contract Standing Orders 88 and 89, pre-tender considerations have been set out below for the approval of the Executive.

Ref.	Requirement	Response	
(i)	The nature of the service.	Parking Enforcement Contract tendered on a single Lot basis with potential bidders invited to submit a BAFO following submission of tenders. To include IT provision and car pound.	
(ii)	The estimated value.	Estimated value for Brent of £4.5 million pounds per annum would equate to a maximum value of £45 million over the proposed full 10 year term of the contract. The annual value of the contract if all three Boroughs participated would be £9 million per annum initially or £12 million if Ealing choose to opt in for enforcement. The total value of the contract over ten years will therefore be between £90 million and £114 million.	
(iii)	The contract term.	The initial contract term will be for five years with a subsequent extension or extensions for up to five years in total.	
(iv)	The tender procedure to be adopted.	A two stage restricted tender process in accordance with the Council's Standing Orders with the exception of an additional BAFO stage.	
v)	The procurement timetable.	Indicative dates are: Adverts placed Expressions of interest returned Executive approval for evaluation criteria Shortlist drawn up in accordance with the Council's approved criteria Invite to tender Deadline for tender submissions Panel evaluation/shortlist for BAFO Negotiation/BAFO Contract decision	Early August 2012 (complete) Mid September 2012 19 September 2012 October 2012 Mid October 2012 End of November 2012 Mid December 2012 Start of January 2013 Mid February 2012

Ref.	Requirement	Response	
		<p>Report recommending Contract award circulated internally for comment</p> <p>Executive approval</p> <p>Voluntary minimum 10 calendar day standstill period – notification issued to all tenderers and additional debriefing of unsuccessful tenderers</p> <p>Contract start date</p>	<p>Late February 2013</p> <p>11 March 2013</p> <p>4 July 2013</p>
(vi)	The evaluation criteria and process.	<p>Shortlists are to be drawn up in accordance with the Council's Contract Procurement and Management Guidelines namely the pre-qualification questionnaire and thereby meeting the Council's financial standing requirements, health, safety and environmental standards, technical capacity and technical expertise. Although concessions may need to be made on the application of the usual financial ratios and assessments due to the nature of the industry and high value of the contract.</p> <p>The panel will evaluate the tenders to establish the Most Economic Advantageous Offer based upon the following criteria:</p> <ul style="list-style-type: none"> ❖ Price – 65% ❖ Quality – 35% <ul style="list-style-type: none"> ▪ Demonstrated ability to provide the services required for this Contract ▪ Proposed systems and working methods ▪ Approach to customer care, client care and equalities ▪ Details of enforcement plan ▪ Proposals for enhancement of services and cost reduction over the life of the contract 	
(vii)	Any business risks associated with entering the contract.	<p>There are numerous risks associated with this procurement process, not least the challenges that collaboration raises and the inclusion of a BAFO stage to the tender process; however with assistance from the WLA and utilising the experience already gained from cross borough working it is not anticipated this will be an issue.</p>	

Ref.	Requirement	Response
		Technological advancements in the industry mean that the specification must allow for variations of requirements with the adoption of technology. These risks will be reduced by employing a carefully managed and full procurement process, as set out in this Report and close consultation with Brent's Legal Team.
(viii)	The Council's Best Value duties.	The Council has a duty under Best Value to secure cost-effective and efficient services that meet the needs of the Borough's customers.
(ix)	Any staffing implications, including TUPE and pensions.	There is approximately 120 staff currently deployed by the incumbent Brent provider who may be entitled to TUPE. See section 9 of this report.
(x)	The relevant financial, legal and other considerations.	See sections 5, 6, and 7 of this report.

- 4.2 The Executive is asked to give its approval to these proposals as set out in the recommendations and in accordance with Standing Order 89.

5.0 Financial Implications

- 5.1 The Council's Contract Standing Orders state that contracts for supplies and services exceeding £500k or works contracts exceeding £1million shall be referred to the Executive for approval to invite tenders and in respect of other matters identified in Standing Order 89.
- 5.2 The estimated value of this services contract is £45 million, this figure is based upon the current annual cost of £4.5 million in direct payments to the contractor, however it is envisaged that the new contracts, with the adaptation of technology, will increase efficiency and drive down the total cost of the service to give the council better value.
- 5.3 It is anticipated that the cost of this contract will be funded from existing resources.

6.0 Staffing Implications

- 6.1 This service is currently provided by an external contractor and there are no implications for Council staff arising from retendering the contract at this stage.

7.0 Legal Implications

- 7.1 Members are referred to the substantive legal implications regarding this collaborative procurement as contained in the 16 July 2012 Executive report, for information.
- 7.2 A voluntary OJEU Contract Notice has been placed by officers, seeking expressions of interest for the single lot, collaborative Parking Services contract. In accordance

with the July Executive report, officers are seeking approval of the pre-tender considerations detailed at section 4.0 of this report, namely, the evaluation criteria and process. Further, in relation to governance of the proposed collaborative joint contract, the Parking Steering Group, chaired by the Council's Director of Environment and Neighbourhoods, propose that a formal, legally binding partnership agreement shall be entered into. The intention is for the partnership agreement to underpin the collaborative joint service, setting out payment mechanism, contract monitoring process, complaints process, costs recharges etc. The terms of such partnership agreement shall be approved by the Council's Director of Finance and Corporate Resources in accordance with Contract Standing Orders 85 (a) and agreed with Ealing and Hounslow Council.

- 7.3 In addition, as it has been decided not to include the Council's in-house team that handles appeals to an Adjudicator and Formal Representations within the collaborative procurement, there are no staffing and/or TUPE issues for the Council to consider. Any TUPE implications will be for the incumbent provider to consider.

8.0 Diversity Implications

- 8.1 The proposals in this report have been subject to screening and officers believe that there are no diversity implications.

9.0 Staffing/Accommodation Implications

- 9.1 The parking services under these two contracts are currently provided to the Council by APCOA Parking Services (UK) Limited. If an alternative provider is chosen, this may require staff to transfer pursuant to the Transfer of Undertakings (Protection of Employment) Regulations, 2006 from the current contractor to a successful contractor.


10.0 Background Papers

- Cross-Borough Procurement of Cultural Services Executive report January 2012.
- Authority to Tender - Collaborative Cross Borough Procurement of Parking Services July 2012.

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	<p style="text-align: center;">Executive 19 September 2012</p> <p style="text-align: center;">Report from the Chief Executive</p>
<p style="text-align: right;">Ward Affected: All</p>	
<p>Brent Civic Centre - Authority to Award Contracts for Furniture, Furnishings & Equipment</p>	

Appendix 3 of this report is not for publication

1.0 Summary

- 1.1 This report requests authority to award contracts as required by Contracts Standing Order 88. This report summarises the procurement process undertaken by the Council to procure the Furniture, Furnishings & Equipment (FFE) for the new Civic Centre and recommends to whom contracts should be awarded.

2.0 Recommendations

- 2.1 That the Executive awards the Furniture, Furnishings & Equipment contracts to the organisations named in Appendix 2 for the following Lots:

Lot 1: Workstation Desks, Storage and Lockers

Lot 2: Loose Furniture for Administration Areas

Lot 3: Loose Furniture for Public and Democratic Areas

Lot 4: Specialist Furniture for Conference Rooms and Civic Hall

Lot 5: Workstation Chairs

- 2.2 That the Assistant Director Major Projects & Civic Centre with the Director of Legal and Procurement be authorised to finalise the terms of appointment.

3.0 Background

- 3.1 On 23 April 2012 the Executive received a report from the Chief Executive requesting authority to procure the Furniture, Furnishings & Equipment (FFE). The Executive accordingly gave approval to procure the FFE and approved pre-tender issues as required by the Council's Contract Standing Orders 88 and 89, including the evaluation criteria.

The Tender Process and Council's Contract Standing Orders

- 3.2 The FFE has been procured using the Restricted Procedure in accordance with the EC Directive 2004/18 (the Classic Directive), the Public Contracts Regulations 2006 (the Regulations) and the Council's Contract Standing Orders and Financial Regulations.

Stage One - Pre – Qualifying Stage

- 3.3 On 27 April 2012 the contract notice was placed in the Official Journal of the European Union (OJEU) to seek initial expressions of interest. The notice specified the Council's requirement to procure a range of furniture types for the Civic Centre under 5 different Lots detailed at paragraph 2.1.

- 3.4 Tenderers were advised variant tenders would not be accepted.

- 3.5 Seventy-two organisations expressed an interest in response to the OJEU notice and they were issued with an information pack and pre-qualification questionnaire (PQQ) to complete by 12 noon on 24 May 2012. Thirty PQQs were returned in accordance with the deadline.

- 3.6 The following assessment process was followed to decide pre-qualification:

Stage 1: All applicants were initially assessed against the PASS/ FAIL criteria to filter out non-compliant tenders. These were agreed at a joint workshop with procurement adviser present.

Stage 2: Individual scoring on the relevant sections of the PQQ was undertaken by the assessment team.

Stage 3: This involved a group review of the collated scores. The final score for each prospective bidder was achieved by consensus with procurement adviser present.

Stage 4: A recommendation on the short listed prospective bidders was prepared for approval by the Civic Centre Programme Board. It had been determined that for Lot 1, the top 6 scoring providers would be invited to tender. For Lots 2-5, it was determined that the top 8 scoring providers would be invited to tender.

- 3.7 Due to a number of organisations tendering for more than 1 Lot, eleven different organisations that had scored the highest for the various Lots (in accordance with the methodology detailed at paragraph 3.6) out of the thirty organisations that had responded to the PQQ were then invited to tender.

Stage Two – Invitation to Tender

- 3.8 An ITT pack was issued to the eleven organisations to invite them to tender. The tendering instructions stated that the contracts would be awarded on the basis of the most economically advantageous tender to the Council and that in evaluating the tenders the Council would use the evaluation criteria set out in the Evaluation Matrix at Appendix 1 of this report. Overall 50% of the marks were awarded for price and 50% for quality.
- 3.9 All tenders had to be returned by 12 noon on 8 August 2012.
- 3.10 A site visit was held on 6 July 2012. Prior to this date, one of eleven organisations withdrew from the tender process.
- 3.11 Tenders from nine organisations (Appendix 2) were submitted on time, and these were opened and logged in accordance with the Council's Contract Standing Order 100.

Evaluation Process

- 3.12 Evaluation of all parts of the tender submission and presentation was carried out by a panel of officers from FM, IT, Health & Safety, Environmental Projects & Policy, Civic Centre team and external consultants. Specialist advice was provided by Turner & Townsend, BDG architecture + design, Santia (Ergonomic consultants) and Hopkins Architects to assist the panel.
- 3.13 Tenderer's produced a mock up of key items of furniture from each Lot. These mock ups were tested by the evaluation panel.
- 3.14 Tenderers gave a presentation on their proposals on 22 & 23 August. The presentations were chaired by the Director of Legal and Procurement and also attended by Director of Regeneration & Major Projects and Director of Customer & Community Engagement. Panel members were able to clarify any queries at the presentation meetings. The presentations were not scored but the information provided assisted the panel members in their final scoring. Panel members met on 23 and 30 August 2012 to verify the quality section of the evaluation.
- 3.15 The financial evaluation, which carried a maximum percentage of 50% of the available score, was carried out by Turner and Townsend, the Council's Civic Centre Project Management and Cost Consultants. A proportional price evaluation methodology was used, whereby the lowest priced tender received the maximum 50% mark.

- 3.16 All submissions received were compliant with the terms of the invitation to tender and few clarifications from tenderers were required.
- 3.17 The detailed evaluation results are set out in Appendix 3.

4.0 Financial Implications

- 4.1 As the contracts for supplies exceeds £500k, the Council's Contract Standing Orders requires the award of contracts to be referred to the Executive for approval.
- 4.2 The price and technical scores for all tenderers are set out in Appendix 3.
- 4.3 A full assessment of the financial standing of each of the tenderers was made as part of the procurement process.
- 4.4 The total cost of contracts to be awarded under this authority is £3,196,657. The value of the contracts recommended for award is within the overall Furniture, Furnishings & Equipment element of the construction budget approved by the Executive in October 2009.
- 4.5 Each tenderer was asked to provide a contract price with a performance bond. The performance bond would provide the Council with financial compensation in the event of the supplier being in breach of contract or insolvent. It is optional for the Council to procure the bond.

5.0 Legal Implications

- 5.1 The Furniture, Furnishings and Equipment contracts have been procured using the Restricted Procedure in accordance with the EC Directive 2004/18 (the Classic Directive), the Public Contracts Regulations 2006 (the Regulations) and the Council's Contract Standing Orders.
- 5.2 The estimated value of the FFE contracts together is above the threshold for supplies in the Regulations and therefore the procurement is subject to the full application of the European public procurement regime.
- 5.3 The estimated value of the contracts over their lifetime is in excess of £500,000 and the award of the contracts is consequently subject to the Council's Contracts Standing Orders in respect of High Value contracts and Financial Regulations.

- 5.4 In considering the recommendations, Members need to be satisfied on the basis of the information set out in the report that the appointment of the recommended suppliers will represent best value for the Council and will mean that the tenderers appointed have offered the most economically advantageous tender. In order to decide on the most economically advantageous tender, tenders have been evaluated in accordance with the evaluation criteria notified to tenderers in the ITT and set out at Appendix 1.
- 5.5 Following the Executive meeting, the Council must observe the Regulations relating to the observation of a mandatory minimum 10 calendar day standstill period before the appointment can be made. Therefore once the Executive has determined which tenderer should be awarded the contract, all those who expressed an interest in tendering, even if not invited to tender, will be issued with written notification of the award decision. A minimum 10 calendar day standstill period will then be observed before the appointment is concluded, and additional debrief information will be provided to those requesting this in accordance with the Regulations. As soon as possible after the standstill period ends, the successful tenderer will be issued with an award letter and thereafter a contract will be formalised. We anticipate that this will be around 8 October 2012.
- 5.6 Following contract award, a contract award notice will need to be placed in the Official Journal of the European Union.

6.0 Diversity Implications

- 6.1 A comprehensive equality impact assessment (EqIA) was completed as part of the planning approval for the Civic Centre and followed by a predictive EqIA in March 2011 on the move to the Civic Centre. This later assessment reviewed in detail the impact on staff of the implementation of new working practices, change in workplace culture and change to accommodation.
- 6.2 Improving access to the council's facilities is a key principle of the Civic Centre project. This will mean that all sections of Brent's community and all staff will both be welcome and comfortable in the new building. Under the Equality Act 2010 there is a duty to make reasonable adjustments. A range of adjustable and flexible furniture, inclusive of particular needs, will ensure people can use the new facilities regardless of any disabilities.
- 6.3 Tenderers' approach to manufacture, transportation and installation processes to consider equality and diversity issues has been assessed as part of the procurement process.

7.0 Staffing / Accommodation issues

- 7.1 The development of a high quality modern building will provide vastly improved office space and working conditions for Brent staff. With the majority of services relocating to the Civic Centre, its development provides an opportunity for the more strategic deployment of staff resources together with enhanced opportunities for better interdepartmental working in support of the 'One Council' agenda.
- 7.2 Staff survey results have shown that more than 1 in 2 of our staff are less than satisfied with their physical working conditions. The Civic Centre will provide new spaces in which staff can work and with high quality, durable and suitable FFE, could improve retention of staff and work performance, especially longer-term, by improving staff morale and the associated positive traits in improved sickness levels and greater positive staff engagement.
- 7.3 Departmental Move Action Teams were consulted, as representatives of every department, on the FFE for the Civic Centre. Views raised were considered and informed the specifications that were included within the tender pack.

Background papers

- Report to Executive 23 April 2012: Civic Centre Project – Authority to Tender Contract for Furniture, Furnishings & Equipment
- Council's Invitation to Tender pack
- Equality Impact Assessment March 2011
- Equality Impact Assessment November 2009

Appendices

1. Evaluation criteria
2. Successful Tenderers

Confidential appendices

3. Qualitative & Financial scores

Contact Officers

- Aktar Choudhury – Assistant Director Major Projects & Civic Centre.
Tel: 020 8937 1764
- Clive Heaphy – Director of Finance and Corporate Resources. Tel: 020 8937 1424
- Fiona Ledden – Director of Legal and Procurement. Tel: 020 8937 1292

Gareth Daniel
CHIEF EXECUTIVE

Appendix 1

Evaluation criteria and weighting:

<u>Criteria</u>	<u>Sub-criteria</u>	<u>Weighting</u>
Cost		50%
Quality		50%
	Understanding Brent objectives for the project	(1%)
	Demonstrating key product requirements in line with Brent's specification	(29%)
	Project specific methodology	(5%)
	Programme	(2.5%)
	Management and Resources	(3%)
	Quality Management (Project specific)	(3%)
	Sustainability	(2%)
	Health & Safety Management	(2%)
	Risk Management	(1%)
	Client Care (Post Installation)	(1.5%)

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Appendix 2

Organisations recommended for appointment to Lots

Lot 1: Workstation Desks, Storage and Lockers:

Ahrend Limited
168 Church Road, Hove, BN3 2DL

Lot 2: Loose Furniture for Administration Areas:

Boss Design Limited
Boss Drive, Dudley, West Midlands, DY2 8SZ

Lot 3: Loose Furniture for Public and Democratic Areas:

Boss Design Limited
Boss Drive, Dudley, West Midlands, DY2 8SZ


Lot 4: Specialist Furniture for Conference Rooms and Civic Hall:

Ahrend Limited
168 Church Road, Hove, BN3 2DL

Lot 5: Workstation Chairs:

Ahrend Limited
168 Church Road, Hove, BN3 2DL

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	<p style="text-align: center;">Executive 19 September 2012</p> <p style="text-align: center;">Report from the Director of Regeneration and Major Projects</p>
<p style="text-align: right;">Ward Affected: Queens Park</p>	
<p>Proposed Disposal by Auction of the West Lodge, Paddington Cemetery, 95 Willesden Lane London NW6 7SD.</p>	

SUMMARY

- 1.1 This report seeks the Executive's approval for the disposal by auction of the West Lodge, 95 Willesden Lane London NW6 7SD which is located in the Paddington Cemetery. The property has now become surplus to requirements after the previous occupier, an employee of the Sports and Parks Service, vacated the property at the end of April 2012.

2.0 RECOMMENDATIONS

- 2.1 That the Executive authorises the Assistant Director, Regeneration & Major Projects, (Property & Asset Management), to dispose of the property by way of auction. This to be on such terms that he considers appropriate, after all due regard to planning and architectural considerations so as to ensure that the best price is received on sale and to instruct the council's Legal and Procurement Department in the matter of the disposal.
- 2.2 That the Executive authorise the Assistant Director, Regeneration & Major Projects, (Property & Asset Management), to commence and comply with the procedure, as set out in Section 123(2A) of the Local Government Act 1972 (LGA 1972), of the Council's intention to dispose of the public open space comprising the West Lodge and the land within its curtilage.

3.0 DETAIL

- 3.1 The West Lodge is a Grade II listed house built circa 1870's, located to the right hand front entrance of the Paddington Cemetery and situated within its grounds. The building is located within the Paddington Cemetery Conservation Area. The Paddington Cemetery is also a Registered Park and Garden.

- 3.2 The property is located within a half mile of the A5 Kilburn High Road which is a major arterial route into the West End of London. It is also situated within 10 minutes walk of Queens Park Underground Station and Kilburn Underground Station. Brondesbury and Brondesbury Park railway stations are also located within close proximity.
Maida Vale, St John's Wood and West Hampstead are also located nearby. This makes the property very attractive to potential purchasers looking to live within easy commuting distance of the West End and the City.
- 3.3 The property is a two storey detached house constructed with a natural slate roof and the external walls are formed from a brickwork inner leaf, with a painted stone outer leaf to the original section of the house. It has a rear addition constructed of solid brick work. The property has a front garden which is accessible from Willesden Lane and the front door is located at a side entrance, which is accessed from within the cemetery grounds. The house comprises 3 first floor bedrooms with a bathroom and separate toilet. The ground floor comprises two reception rooms with one internal and one external toilet.
- 3.4 Externally, the property is in poor condition and the costs associated with the external repair and maintenance that is needed to the building has been judged to be in the order of £150,000 plus fees and VAT. Work is also required to the internal parts.
- 3.5 Due to the fact that the West Lodge is a Grade II Listed Building it may restrict the type of purchaser who may be interested in buying it, due to the extent of the internal and external works that will need to be carried out on the property and the permissions and approvals needed for these works. It is envisaged that the property will be of interest to a particular type of purchaser through careful marketing, who will be attracted to it due to its uniqueness, historical significance, location and style of construction.
- It is considered that the auction method of property disposal will be more effective in achieving the highest possible capital receipt for this sale than other methods of disposal, such as a tender or private treaty. The East Lodge (93 Willesden Lane) is a similar but smaller Grade II listed residential property located within cemetery opposite this property. It was recently sold through an auction house that adopted the careful marketing that it required. It was sold for £535,000 and attracted considerable interest due to its unique nature.
- 3.6 The freehold of the Paddington Cemetery was transferred from the Lord Mayor and Citizens of The City of Westminster to the Mayor and Burgesses of the London Borough of Brent on the 16th December 1985.
- 3.7 The Charges Register contains a covenant that if the purchaser of the Paddington Cemetery, (i.e. The London Borough of Brent), disposes of the property or part of the property, (in this case the West Lodge), then the London Borough of Brent will have to pay the City of Westminster a half of the net profit of such a disposal, after deducting any capital debt in respect of capital expenditure by the purchaser on the property or part thereof.

- 3.8 The boundary of the demise to be disposed of is outlined in black on attached plan, (see Appendix 1). The Council has already installed an attractive boundary shrub to separate the West Lodge from the rest of the Paddington Cemetery. This followed extensive consultation with English Heritage and the Garden History Society to ensure that the boundary proposal would enhance the setting and character of these listed buildings.
- 3.9 The property will be sold on a 999 year lease at a peppercorn rent. The lease will contain covenants to keep the boundary shrub below a certain height and not to allow loud noise to emanate from the property after 11.00pm. There will be no parking allowed within the demise of the property and no vehicular access to the property via the cemetery.
- 3.10 The sale of this property will not affect the council's, or the general public's right of access to the cemetery.

4.0 FINANCIAL IMPLICATIONS

- 4.1 It is anticipated that the sale will achieve a gross capital receipt in excess of £500,000, from which contractual payments to Westminster City Council must be deducted.
- 4.2 The payment to the City of Westminster is based on 50% of the net profit after deducting any capital debt in respect of capital expenditure that has previously been spent on the property. The cost of installing and planting the boundary shrubbery will also be deducted from the sums to be paid to the City of Westminster.
- 4.3 The net capital receipt retained by Brent Council is therefore likely to be of the order of £180,000.
- 4.4 It is proposed that an auction reserve price be agreed with the appointed auctioneer at a figure considered by the Assistant Director, Regeneration & Major Projects (Property & Asset Management) to reflect a realistic market value for the property.
- 4.5 Provision will be made from the sale proceeds for the disposal costs including auctioneers commission, legal costs, and the administrative costs of Property & Asset Management.
- 4.6 The capital receipt generated from this sale will help meet the resource forecasts for this year's capital programme.

5.0 LEGAL IMPLICATIONS

- 5.1 The property is to be sold on a leasehold basis for a term of 999 years at a peppercorn rent.

- 5.2 Under Section 123 of the Local Government Act 1972 the council has a general power to dispose of properties, including by way of the sale of the freehold or the grant of a lease. The essential condition is that the council obtain, (unless it is a lease for 7 years or less), the best consideration that is reasonably obtainable.
- 5.3 A covenant contained in the Transfer, dated 16th December 1985, requires the Council, in the event of the Council disposing of the West Lodge, to pay Westminster City Council one half of the net profit after deducting any outstanding capital debt in respect of capital expenditure by the Council on West Lodge.
- 5.4 In order to dispose of the West Lodge on a 999 year lease it is necessary to publish a notice of the proposed disposal in a local newspaper. The procedure to follow in order to bring this about is set out in Section 123 of the LGA 1972. Under Section 123(2A) of this Act, the Council cannot dispose of any land consisting of, or forming part of public open space unless, before disposing of the land, they cause notice of their intention to do so. The council has to specify the land in question, to be advertised for two consecutive weeks in a newspaper circulating in the area in which the land is situated and allow 21 days for objections. The council then has to consider any objections to the proposed disposal, which may be made.
- 5.5 The West Lodge has been deemed not to have been constructed in a consecrated area.

6.0 DIVERSITY IMPLICATIONS

- 6.1 Please see the attached Impact Needs/Requirement Assessment-Equality Impact Assessment in Appendix 2.

7.0 STAFFING/ACCOMMODATION IMPLICATIONS

- 7.1 None.

8.0 BACKGROUND PAPERS

Papers held in Regeneration & Major Projects

Contact Officers

Howard Fertleman

Estates Surveyor Property and Asset Management

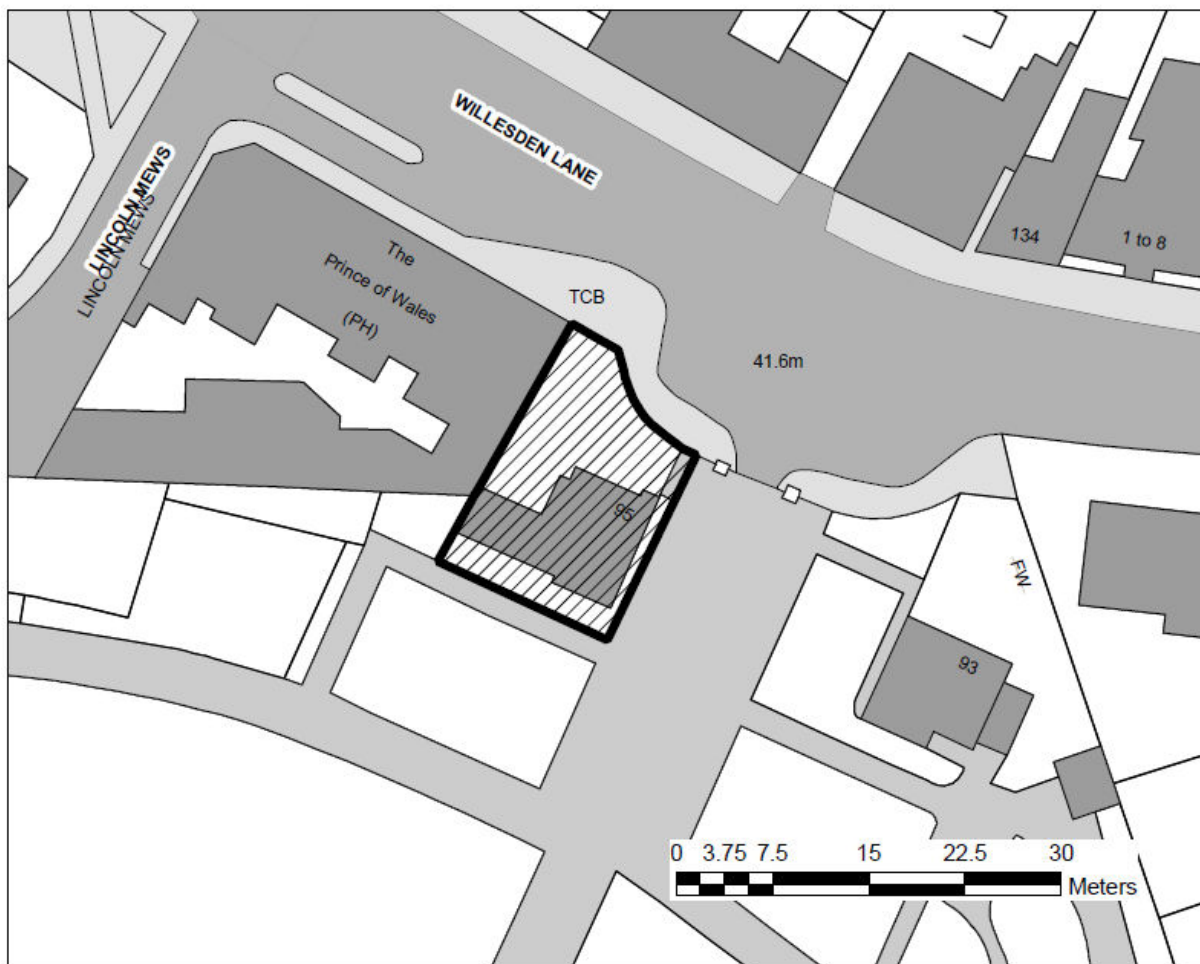
0208 937 1566.

James Young Head of Assets and Valuation 0208 937 1398

ANDREW DONALD

Director of Regeneration and Major Projects

West Lodge, 95 Willesden Lane, Kilburn, London, NW6 7SD



1:500

Plan to stated scale if printed at A4.

PSMA OS copyright statement

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OS Open data copyright statement:

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NORTH



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Impact Needs/Requirement Assessment Completion Form

Appendix 2

Department: Regeneration and Major Projects.	Person Responsible: Howard Fertleman
Service Area: Property and Asset Management.	Timescale for Equality Impact Assessment :
Date: 20 th July 2012.	Completion date: 20 th July 2012
Name of service/policy/procedure/project etc: This is a transaction for the sale of a three bedroom detached house located in the Paddington Cemetery.	Is the service/policy/procedure/project etc: New <input type="checkbox"/> Old <input checked="" type="checkbox"/>
Predictive <input checked="" type="checkbox"/>	Adverse impact <input type="checkbox"/>
Retrospective <input type="checkbox"/>	Not found <input checked="" type="checkbox"/> Found <input type="checkbox"/>
	Service/policy/procedure/project etc, amended to stop or reduce adverse impact Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Is there likely to be a differential impact on any group? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Please state below:
1. Grounds of race: Ethnicity, nationality or national origin e.g. people of different ethnic backgrounds including Gypsies and Travellers and Refugees/Asylum Seekers Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	2. Grounds of gender: Sex, marital status, transgendered people and people with caring responsibilities Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
3. Grounds of disability: Physical or sensory impairment, mental disability or learning disability Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	4. Grounds of faith or belief: Religion/faith including people who do not have a religion Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
5. Grounds of sexual orientation: Lesbian, Gay and bisexual Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	6. Grounds of age: Older people, children and young People Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Consultation conducted Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Person responsible for arranging the review: Howard Fertleman	Person responsible for publishing results of Equality Impact Assessment: There will be no Equality Impact to society from this transaction.
Person responsible for monitoring: Howard Fertleman	Date results due to be published and where: No results will be published
Signed: 	Date: 20 July 2012
Page	191

Impact Needs/Requirement Assessment Completion Form Appendix 2

Please note that you must complete this form if you are undertaking a formal Impact Needs/Requirement Assessment. You may also wish to use this form for guidance to undertake an initial assessment, please indicate.

1. What is the service/policy/procedure/project etc to be assessed?

The sale of the West Lodge, Paddington Cemetery, 95 Willesden Lane London NW6 7SD by auction. This 3 bedroom house was originally occupied by an employee of the Brent Council's Sports and Parks Service. They have subsequently moved out of the property and the property has been declared surplus and is to be sold. He is still an employee of Brent Council and does not have any unmet needs.

2. Briefly describe the aim of the service/policy etc? What needs or duties is it designed to meet? How does it differ from any existing services/ policies etc in this area

To sell council owned surplus property to obtain a capital receipt to meet the resources forecasts for the council Capital Programme.

3. Are the aims consistent with the council's Comprehensive Equality Policy?

Yes as anybody, regardless of age, creed, religion, sexuality, ethnicity and gender will have an opportunity to bid for this property in an open and transparent way.

4. Is there any evidence to suggest that this could affect some groups of people? Is there an adverse impact around race/gender/disability/faith/sexual orientation/health etc? What are the reasons for this adverse impact?

The property will be sold, subject to the Executive Committee's approval, by auction. This is an open and transparent method for the sale of property assets and allows all sections of society to purchase the property in an open and transparent way. It ensures that there is no discrimination to any potential bidder and by any bidder. There has been no adverse effect on the previous tenant as he has been rehoused in Brent Housing Partnership Property in Brondesbury Park and does not have any unmet needs. He is still a Brent Council employee.

5. Please describe the evidence you have used to make your judgement. What existing data for example (qualitative or quantitative) have you used to form your judgement? Please supply us with the evidence you used to make your judgement separately (by race, gender and disability etc).

The evidence used to justify this assertion is the results of previous property auction transactions, including the adjacent property at 93 Willesden Lane and the nature of the method of disposal itself.

6. Are there any unmet needs/requirements that can be identified that affect specific groups? (Please refer to provisions of the Equalities Act 2010 and the regulations on sexual orientation and faith, Age regulations/legislation if applicable)

There are no unmet needs or requirements that can be identified that could affect specific groups. Any group of any ethnicity, sexual orientation, faith or age can make a bid for this property.

7. Have you consulted externally as part of your assessment? Who have you consulted with? What methods did you use? What have you done with the results i.e. Page 192 intend to use the information gathered as part of the consultation?

Impact Needs/Requirement Assessment Completion Form Appendix 2

I have not consulted externally as part of my assessment because due to the nature of this transaction and the reasons for this transaction such an assessment is not possible or verifiable.

8. Have you published the results of the consultation, if so where?

No, because none has been undertaken.

9. Is there a public concern (in the media etc) that this function or policy is being operated in a discriminatory manner?

No as this method of disposal is open and transparent and anybody is able to place a bid, there will not be any public concern as to this method of sale being discriminatory.

10. If in your judgement, the proposed service/policy etc does have an adverse impact, can that impact be justified? You need to think about whether the proposed service/policy etc will have a positive or negative effect on the promotion of equality of opportunity, if it will help eliminate discrimination in any way, or encourage or hinder community relations.

It will not have an adverse effect. It will promote equality of opportunity as it will allow everybody the opportunity to purchase this property in an open and transparent way.

11. If the impact cannot be justified, how do you intend to deal with it?

N/A

12. What can be done to improve access to/take up of services?

The property will be advertised in the auctioneer's brochure and on the council's website; this will ensure that any interested party will be made aware of the proposed sale.

13. What is the justification for taking these measures?

To ensure that there is a sufficient amount of publicity to ensure that those individuals who may be interested in purchasing the property will receive due notification and details of the property in advance of the auction.

Impact Needs/Requirement Assessment Completion Form Appendix 2

14. Please provide us with separate evidence of how you intend to monitor in the future. Please give the name of the person who will be responsible for this on the front page.

I will be responsible for the monitoring of the results of this auction and for monitoring the amount of enquiries received regarding the property prior to the auction. I will monitor the types of people who make bids for the property on the day of the auction.

15. What are your recommendations based on the conclusions and comments of this assessment?
That the Council be able to sell this property by way of a public open auction.

Should you:

1. Take any immediate action? No.
2. Develop equality objectives and targets based on the conclusions? Ensure that the details of the auction reach the widest areas of society in practical terms.
3. Carry out further research? None needed.

16. If equality objectives and targets need to be developed, please list them here.

N/A.

17. What will your resource allocation for action comprise of?

No resources needed.

If you need more space for any of your answers please continue on a separate sheet

Signed by the manager undertaking the assessment:




Full name (in capitals please): HOWARD FERTLEMAN

Date: 20th July 2012

Service Area and position in the council: Estates Surveyor
Property & Asset Management

Details of others involved in the assessment - auditing team/peer review:

Once you have completed this form, please take a copy and send it to: **The Corporate Diversity Team, Room 5 Brent Town Hall, Forty Lane, Wembley, Middlesex HA9 7HU**

	<p style="text-align: center;">Executive 19 September 2012</p> <p style="text-align: center;">Report from the Director of Regeneration & Major Projects</p>
<p style="text-align: right;">Wards affected: Tokington</p>	
<p>Wembley School Site</p>	

1.0 Summary

The council has secured a possible site for a new primary school in the Wembley Stadium area as a consequence of a S106 planning obligation. The site is currently in industrial use but could be used in the medium term for a primary school. The owners of the site have offered either the site to be taken now or a cash sum to put towards new school provision. The council have produced an outline agreement with Quintain Estates for the school land and recommend its acquisition by the council on the terms set out in the report.

2.0 Recommendations

That Executive:

- 2.1 Approve the acquisition of the Fulton Road site as a future school site subject to any necessary environmental investigation;
- 2.2 Instruct officers to prepare legal documents for the transfer of the land based on the principles set out in paragraph 3.8 of this report; and
- 2.3 Delegate the exact terms of that agreement to the Director of Regeneration Major Projects/ Assistant Director, Property and Asset Management

3.0 Background

- 3.1 In November 2011 the council approved a development by Quintain Estates and Development (QED) for 130,000m² of mixed development, including

1300 new homes, on the land around the Civic centre. This application is known as the NW Lands application. This application was subject to a S106 Planning Obligation that required the provision of land for a primary school or a contribution towards its provision. The S106 was signed in December 2011 and the permission issued. Officers then spent some time negotiating the detail of the possible land deal identifying the potential school site in Fulton Road, currently the site of the Wembley Industrial estate (map of site set out in Appendix 1). The larger hatched area sets out the boundary of the site. The triangle of land to the north can be used as a shared vehicular access onto the site, e.g. for visitor or staff parking should it be required.

3.2 The council now has two options.

Option 1

3.3 The council receives two payments:

£1.25m in 2013/14

£1.25m in 2014/15

All payments and any interest earned must be put towards education provision in the Wembley area.

Option 2

3.4 The council has a year from signature of signing the S106 (i.e. December 2012) to enter into an option to 'purchase' the Wembley Industrial estate site and /or within three months purchase the site. If option 2 is not exercised, then option 1 becomes the default and payments will be made at the appropriate times. Because the Fulton Road site has the same notional value as the payments then the land is effectively transferred at 'nil' value, i.e. no cost to the council.

The Wembley Industrial site, Fulton Road, Wembley

3.5 The Wembley Industrial site on Fulton Road lies next to the Wembley Retail Park on Engineers Way. While this may not at first sight be the most pre-possessing of sites for a junior school it could over time become a reasonable school site. This is for the following reasons

1. At 0.4ha this is a reasonable site for a two form entry primary school

2. While it is surrounded by industrial and retail uses the council's long term aim as set out in the draft Wembley Area Action Plan is to convert these uses into mixed use developments with a large element of residential use into which the school site will fit.

3. Quintain presented sketches of possible school designs that showed how the school could fit on site and how it could be so positioned to shield the play areas from the road traffic on Fulton Way.

4. QED also propose to redevelop the edge of the retail park for different retail uses. This side of the retail park is vacant and they have secured permission from the council to let the site to non-bulky goods uses (i.e. standard retail uses) but on condition that the end of the retail unit closest to Engineers Way is cut back.

5. This allows parents to access the potential school site from the retail park and allows pick up and drop off from the retail car park.

6. Also in the longer term the retail park will be replaced by housing and a park along side Engineers way that will get a much better outlook for the school.

Details of the school land deal

3.6 Because the Wembley Industrial site is still occupied the nature of the potential deal for the site is complex. The main features of the land deal are set out below

3.7 The freehold of the site would be transferred to the council and the council will have from the date of transfer to 2030 to construct a school. If a school has not been constructed by 2030 the land would be returned to QED. There are five industrial units, four of which are currently occupied.

3.8 The main features of the Land deal are:

- (i) Any rent on the existing units accrue to the council but must be used on school provision-this includes any interest on the rental income
- (ii) The council can deduct a 10% fee from rents as a management charge
- (iii) The council can pay for any repairs and improvements of the industrial estate out of the rents. All other outgoings such as rates, utilities etc. are also included.
- (iv) The council will be responsible for terminating leases and compensating tenants where this is due. Statutory compensation would be an allowable expense.
- (v) If the council so chooses it can clear the industrial site and it can develop the site for affordable housing as long as it uses all proceeds to provide school places in the Wembley area.
- (vi) If the land is sold during or at the end of the 2030 term, any increase in value over £2.5m (taking into account the effects of the Cost Price Index-CPI) would be shared equally with Quintain Estates, allowing for deducted costs as set out above.

3.9 The five industrial units are in a 1980's constructed portal frame clad industrial shed which is reasonable condition. The council will rely on rental income from the tenants of those units to build a fund for a new school. At the very least this rental income should ensure the council does not have to pay

business rates on empty units not covered by rental income. An analysis of the occupants' ability to meet their rental costs and the process by which the council could acquire such units is set out in Appendix 2. This information relates to financial and business information and is not for publication for the reasons set out at the beginning of the report.

- 3.10 The council clearly has a significant timeframe in which to bring forward a school site, anytime between now and 2030. It is expected that the council would consider bringing forward a school site after 2017 when there is a break in the industrial leases. This would fit in with the growth in the Wembley population as QED among others are likely to start to complete the next phases of new housing, the population requiring new schooling provision. These need not be the case. Elsewhere on this Agenda is a report setting out the severe shortage of primary school places. Control of the site would allow the council the potential to bring any school development ahead of the 2017 break although a higher level of compensation may be payable.
- 3.11 At the Executive meeting of 20th August Members approved a strategy and a programme to tackle the current severe shortage of primary school places. This proposed acquisition of land is in alignment with this strategy. The council will also secure additional S106 payments for education as a result of the QED Wembley Stage 1 s106 planning obligation. This will provide £9m in the following years (£2m in 2014, £2m in 2015 and £2.5m in 2021 and £3.4m in 2022). However all of the £9m could be drawn down for the construction of a school on the Fulton Road site but not before 2017. This would allow the construction of any school secured on the Fulton Road land through the NW lands S106. Central government have made it clear that new schools must be either academies or free schools but the council is likely to need to provide only land, the school being centrally funded. However the council has a period to 2030 in which to build a school on terms which it may support.

Benefits of the school land rather than cash option

- 3.12 The most difficult part of any new school provision is securing the land for a new school. This land provides the council with the most options as it can either bring a school forward early to help meet short term primary school demands or in the longer term to meet demands arising from population growth associated with new housing in Wembley. The council has the option of cash payments but this would not be sufficient to secure a similar sized site in Wembley and even less so into the future as land prices climb out of recession. There are also limited opportunities to expand existing primary schools and new school sites will in all probability be needed. The further benefit of taking the school site rather than cash is that the council is not wedded to provide a school on that site and will still have the option of developing another site and using the proceeds of the industrial site sale to fund it.

- 3.13 There are risks associated with transfer of the site to the council if the current occupiers and businesses cannot pay rent then the council will incur rates and repair liabilities. There is no revenue provision for any loss incurred. However on balance it is judged that the risks of the council having to incur costs rather than receive the positive benefits of rental income are very low. In any case the council can cover any losses by selling the site for affordable housing as long as any surpluses are used for new school provision in the Wembley area.

Option to Purchase vs Purchase

- 3.14 The NW Lands S106 allowed the council an opportunity to take an option on the land (up to December 2012) while it carried out due diligence and could then decide to exercise the option or decline it. This would allow the council favoured status and no one else could purchase the land. Because the council has carried out this due diligence there is little point in securing an option and your officers recommendation is that we move to acquiring the land following the Heads of Terms agreed between Quintain and the Council. The general principles of those Heads of terms are set out in the report above.

Contamination

- 3.15 A desk top study indicates that the risk of contamination is medium to high and that further intrusive investigations should be carried out. There is no reason why the land could not be used as a school although some land remediation may be required. The risk is however with the council if it purchases the site. The council will undertake a full environmental assessment prior to purchase of the site.

4.0 Financial Implications

- 4.1 The alternative cash value of the land is £2.5m however the actual land is valued in excess of £3m in its current industrial use. The land can also be used as affordable housing as an alternative and the value of this use is also in excess of £3m. This would indicate that securing the land could be more valuable to the council than the cash contributions offered by Quintain, accepting that the council share the increase in land value with Quintain if the site is sold. In any case the costs of acquiring an alternative site for a school is likely to be in excess of £2.5m.
- 4.2 In terms of ownership from the date of acquisition to 2017 Officers have undertaken an financial analysis to understand the ownership liabilities, headlines are captured in appendix 2 of this report. Overall we expect that rental income and expense should break even. But in this difficult economic climate this is not guaranteed. And the council always retains a further option of selling the site for affordable housing, with or without any remaining tenants to defray possible costs.

5.0 Legal Implications

5.1 The Council has power to acquire land by virtue of section 120 Local Government Act 1972.

5.2 Based upon lease documentation three tenants inclusive of the electricity substation are protected under the 1954 Landlord and Tenant Act. The two protected tenants of the industrial units would need to be compensated, if the council redeveloped the site. The compensation can be taken out of any rental funds that may have accumulated.

6.0 Diversity Implications

The location of secondary schools has been the subject of diversity concerns because their location has significant wider impacts. The location of primary schools however is much more of a local issue attending to a local catchment. The location of the Fulton Road site is intended to meet future population needs. In that instance the potential impacts of its location is not fully known because the local population will come as the development in the Wembley area comes forward .

An Impact Needs / Requirement Assessment has been undertaken and is available as a background paper to this report.

7.0 Staffing/Accommodation Implications (if appropriate)

New schools staffing is funded by central government.

Background Papers

Initial sketch plan options for two form entry primary school on Fulton Road site, 2011

Draft Wembley Area Action Plan, approved for consultation, July 2012

Impact Needs / Requirement Assessment, August 2012

Contact Officers


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	<p style="text-align: center;">Executive 19 September 2012</p> <p style="text-align: center;">Report from the Director of Strategy, Partnerships and Improvement</p>
Wards Affected :ALL	
Annual Complaints Report 2011/2012	

1.0 Summary

- 1.1 This report provides an overview of complaints received and investigated by the Council under the Corporate Complaints procedure and by the Local Government Ombudsman. Depending on their nature, some adult social care and children and family-related complaints come under the corporate procedure while others are subject to separate procedures governed by legislation. Complaints that were dealt with under the separate statutory procedures are covered in two further annual reports attached as appendices A and B.

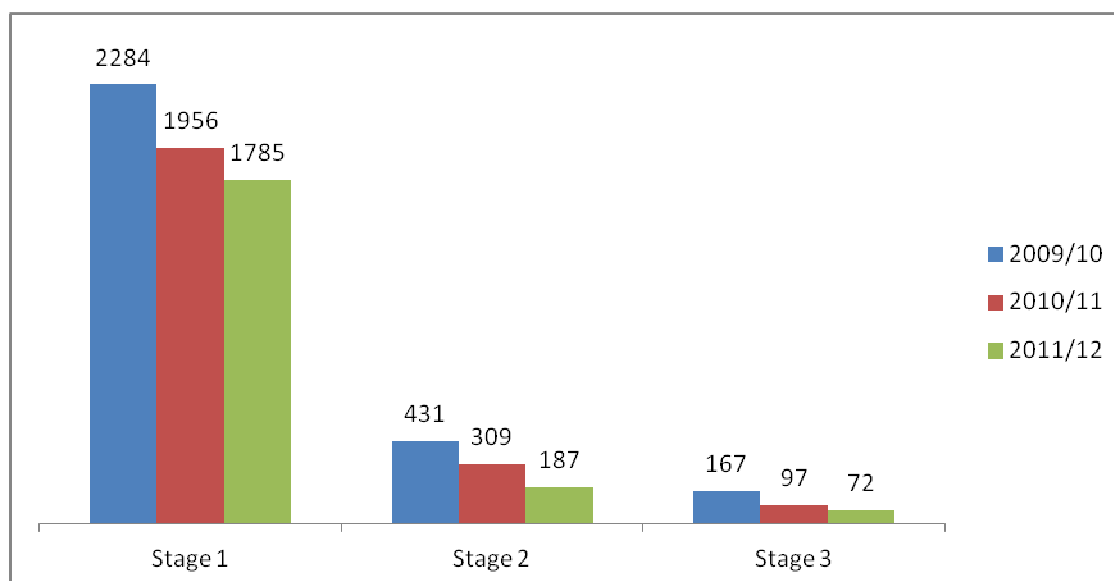
1.2 Headlines

- Stage 1 complaints fell by 9% with the bulk of the reduction attributable to BHP
- Just under 90% of complaints were successfully resolved at the first stage
- Complaints escalated to stages 2 and 3 fell by 39% and 26% respectively in comparison with 2010/11 - BHP led the way with a 50% reduction in escalated complaints
- For the second year running Brent achieved the best results in London and among the best results nationally so far as Local Government Ombudsman complaints were concerned. In only 9 cases – 12% of all cases investigated, did the Ombudsman ask us to take action to resolve the complaint .This compares with a London average of 27% and a national average of 21%.
- Compensation awards went down from £95k to £71k and reduced by half when compared with 2009/10

2.0 Recommendations

- 2.1 This report is for information only.

3.0 Complaints received over the past three years



3.1 Table 1 - Complaints received broken down by stage and service area

	Stage 1			Stage 2			Stage 3		
	09/10	10/11	11/12	09/10	10/11	11/12	09/10	10/11	11/12 *
Adult Social Care	40	140	115	2	2	2	3	1	0
BHP	848	672	540	181	143	74	55	40	21
C&F	168	170	181	10	6	12	4	3	1
E& NS	690	405	410	83	46	36	35	15	19
FCS R&B	826	263	221	70	47	16	30	3	14
FCS other*	55	19	37	4	2	0	1	1	0
RMP HSG	257	239	244	81	44	33	37	30	12
RMP	N/A	48	37	N/A	11	14	N/A	4	5
Total:	2284	1956	1785	431	309	187	167	97	72

*Stage 3 - includes cases where a request for a final investigation was received but subsequently refused on the basis that a further investigation was not warranted

RMP other* - represents the planning service, and other non-housing parts of Regeneration & Major Projects

FCS other* - represents Brent Customer Services

- 3.2 Stage 1 complaints fell by 9% compared with 2010/11, continuing the trend seen in 2009/10. Most of the reduction was attributable to BHP and Revenues and Benefits whose complaints fell by 20% and 16% respectively.

The reduction in BHP complaints is due to a number of factors, including the introduction of an improved repairs appointment system and a greater emphasis within the organisation on seeking to resolve issues before they result in complaints.

The reduction in Revenues & Benefits complaints is all the more encouraging in view of the changes in the benefits system that started to take effect in the latter part of 2011/12 and which were expected to result in an increase in complaints. The work the benefits service has done to mitigate the impact of the changes on service users has clearly had a positive effect.

3.3 Escalated complaints

Just under 90% of complaints were resolved to the customer's satisfaction insofar as they did not consider it necessary to take the complaint further.

Stage 2 and 3 complaint numbers fell by 38% and 26% respectively compared to 2010/11. Of particular note was the 48% and 47% reduction in BHP stage 2 and stage 3 complaints and the 66% reduction in Revenues & Benefits stage 2 complaints.

The low level of escalated complaints represents a significant efficiency saving in terms of management time and associated costs and is an indication of the improvements made to the quality of investigations and the determination of managers to resolve complaints at the local level whenever possible.

3.4 What was the outcome of investigations?

Table 2 - Percentage of complaints at stages 1 & 2 that were fully or partly upheld

	Stage 1			Stage 2		
	09/10	10/11	11/12	09/10	10/11	11/12
ASC	33	91	49	33	0	0
BHP	69	60	54	66	66	56
C&F	57	63	48	50	40	27
ENS	50	53	56	45	47	38
FCS R&B	49	45	52	45	31	65
FCS other	55	19	70	4	2	0
RMP HSG	21	24	34	24	34	23
RMP	n/a	10	47	n/a	19	50

Table 2.1 Complaint decisions at Stage 3

Total number of decisions at Stage 3		Fully/partly upheld	Not upheld	Investigation request refused
BHP	21	4	13	4
C&F	1	0	0	1
ENS	19	2	8	9
FCS R&B	14	4	4	6
RMP HSG	12	6	2	4
RMP	5	2	3	0
Totals	72	18	30	24

- 3.5 The relatively high percentage of complaints fully or partly upheld at stage 1 is a healthy indication of departments' willingness to recognise faults within their respective services and contributes to the low levels of escalation.

Only 25% of stage 3 complaint investigations – just 18 cases, resulted in the complaint being fully or partly upheld. It is worth noting that we turned down the request for a final stage investigation in over 30% of cases. This was because we had concluded that the earlier investigation had properly addressed the issues involved and the customer had been unable to justify why a further review of the complaint should be undertaken.

3.6 How quickly did we reply to complaints?

The Council has a target of replying to 85% of all complaints within the relevant timescale. The table below shows the percentage of complaints responded to within target at stages 1 & 2. The relatively small numbers of complaints dealt with

at Stage 3 make comparison between service areas of limited value and have therefore not been included.

Table 3 - Percentage of responses completed on time

	Stage 1 target 85% Within 15 working days			Stage 2 target 85% Within 20 working days		
	09/10	10/11	11/12	09/10	10/11	11/12
ASC	50	37	28	100	0	0
BHP	94	94	93	86	90	73
C&F	60	78	62	31	40	0
ENS	79	76	63	68	83	52
FCS R&B	84	94	95	76	92	100
FCS other	95	100	100	100	100	n/a
RMP HSG	74	77	74	64	66	20
RMP	n/a	65	65	n/a	67	60

BHP's and Revenues and Benefits performance was impressive, especially when bearing in mind the large volume of complaints dealt with. Poor performance in Adult Social Care and Children & Families is being addressed by complaint officers along with the management teams from the respective departments.

3.7 Compensation awards in connection with complaints

The total amount paid in compensation was just under £71k - £20k less than the previous year and less than half the amount paid out in 2009/10. BHP accounted for the bulk of the reduction. The considerable increase in the Children & Families compensation level at Stage 1 was due to sizeable amounts awarded in two cases: one case concerned a decision to pay a retrospective fostering allowance of £14k, the other case involved a decision to reimburse a foster carer the cost of attending two NVQ courses costing a total of £3k.

The Council's policy on compensation is closely modelled on guidance provided by the Ombudsman. Compensation is awarded in cases where upon investigation it is found that the Council's incorrect actions or failure to act or delay in acting has resulted in the person being seriously affected. For example the person may have incurred costs and/or suffered financial hardship because of our mistake or they may have experienced significant distress and inconvenience.

Compensation awarded in appropriate complaints makes good business sense for the Council because it reduces the likelihood of a complaint escalating and therefore avoids the cost and reputational damage associated with escalated complaints and the intervention of the Ombudsman.

Table 4 - Compensation paid in connection with complaints investigated

	Stage 1			Stage 2			Stage 3		
	09/10	10/11	11/12	09/10	10/11	11/12	09/10	10/11	11/12
ASC	24,673	11,000	15165	1,500	0	0	0	0	0
BHP	26,558	25,026	16364	15,010	16,056	13799	7,360	10,370	0
C&F	23,538	6,532	18240	20,472	3,500	0	0	500	0
ENS	535	185	175	955	185	340	400	600	45
FCS R&B	7,594	2,235	650	6,360	3,222	50	5,399	1,700	0
FCS other	610	170	0	275	0	25	212	0	0
RMP HSG	1,470	3,035	1321	4,818	7,550	3176	8,880	2,085	1200
RMP	n/a	0	0	n/a	0	0	n/a	0	250
Total paid:	84978	48183	51915	49390	30513	17390	22251	15255	1495

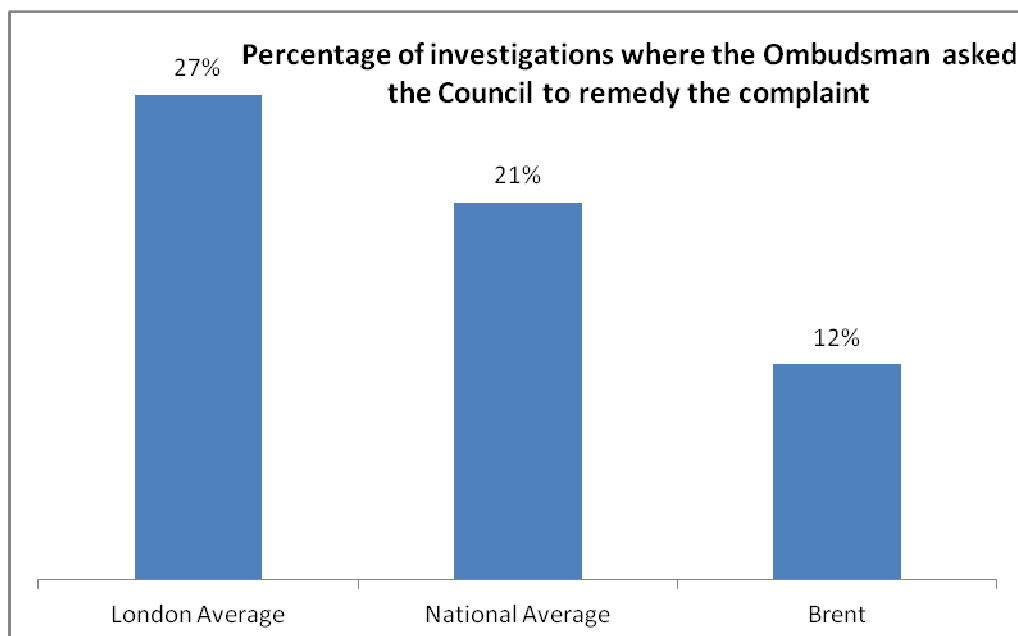
3.8 Complaints made to the Local Government Ombudsman

The Ombudsman accepted 65 complaints for investigation, 14 fewer than the previous year. Almost half the cases accepted for investigation had not previously been investigated by the Council. The Ombudsman has the power to investigate a complaint regardless of whether the Council concerned has had the opportunity to resolve the matter through its own complaints process. In theory they are meant to restrict this power to cases where for example the complainant appears to be especially vulnerable or where the matter in question needs a prompt outcome – school admissions for example. In practice there appears to be an element of inconsistency in how the Ombudsman exercises this power – something which the Council's Complaints Manager continues to raise with the Ombudsman.

The complaints were evenly spread across the main areas of the Council with, BHP, Revenues & Benefits and Children & Families having the highest numbers.

3.9 What did the Ombudsman decide?

The Ombudsman made 77 decisions in connection with Brent complaints they investigated. In only 9 cases (12% of all decisions) was the Council asked to take some form of action in order to resolve the complaint. These were formerly classified as 'local settlements'. This represents the lowest settlement rate in London and one of the lowest figures nationally. The London average was 27% with our immediate neighbours – Barnet, Ealing and Harrow – scoring 26%, 22% and 33% respectively. The national average was 21%. None of the complaints where the Ombudsman found some fault had been through the Council's corporate complaints procedure. The Ombudsman's figures are a further indication of the effectiveness of our investigation process as well as our determination to resolve issues in-house so far as is possible.



3.10 What service areas did the cases where the Ombudsman found fault relate to?

Five of the cases relate to Adult Social Care. Details are provided in the Adult Social Care report – Appendix B. One case concerned Audit & Investigation -

the Ombudsman criticised the Council for the time it took to inform the person under investigation in a fraud case that we were not going to prosecute.

One case concerned school admissions – this related to the time it took to offer a place to a primary school child. The Ombudsman found that the Council had not properly applied the Fair Access Protocol.

One case concerned Care Planning (Children & Families) – The case involved a reported burglary that allegedly took place at a care facility the Council had placed the young person in. The Ombudsman criticised the Council for not ensuring that it was made clear to young people placed in the facility that personal possessions were not covered by any insurance policy. The Ombudsman asked the Council to pay the complainant £1k to compensate for the items she claimed had been stolen.

Lastly, one case concerned the Housing Resource Centre – the Ombudsman found that the Council had failed to apply the homelessness criteria correctly which resulted in the complainant not being accepted as homeless. The Ombudsman asked the Council to pay the complainant £1k to compensate for the injustice caused.

3.11 Compensation in respect of Ombudsman complaints

	09/10	10/11	11/12
ASC	24673	50	3543
BHP	170	0	0
C&F	0	0	1000
ENS	0	0	0
FCS R&B	350	50	0
FCS other	0	0	250
RMP HSG	350	850	1050
RMP	n/a	0	0
Total paid:	25543	950	5843

3.12 Service improvements arising from complaints

Complaints provide a valuable window on service delivery and a number of service improvements were identified during the year. Examples include:

- Improved procedures for dealing with reports of anti-social behaviour involving families housed in bed & breakfast accommodation were developed following an investigation that revealed that there was no consistent approach for dealing with such issues
- A programme to improve customer care in the parking shops and reduce waiting times was introduced following a number of complaints about that service
- Street cleaning resources were reallocated in order to address concerns raised by customers about particular areas
- Information on the Council's website relating to the use of CCTV in parking enforcement was updated after a complaint investigation revealed that the existing information was misleading
- More comprehensive checks were required of Capita's bailiffs following an investigation which concluded that the bailiffs had removed a debtor's car without the necessary proof to demonstrate that the car did in fact belong to the debtor.

- Improved record keeping between the Housing Resource Centre and BHP in connection with the status and condition of vacant properties was developed following an investigation which concluded that that inconsistent record keeping had led to residents being sent to view properties wholly unsuited to them.

Examples of service improvements relating to Adult Social Care and Children & Families are included in appendices A & B.

3.13 **Priorities for 2012/13**

Overseeing the ongoing application of the new two stage complaints procedure

The Council moved from a three stage to a streamlined two stage policy with effect from April 2012. In the run up to its introduction extensive training was carried out across the Council to raise awareness of the revised procedure and a Corporate Investigation Standard was introduced to help raise the quality of complaint investigations. Based on an analysis of complaints dealt with in the first quarter of 2012/13 the revised policy has been well managed by departments with only 6% of complaints escalating beyond the first stage. The Council's complaints manager is continuing to closely monitor the situation to ensure that the policy is being correctly applied across the Council.

Moving all Council complaints to one database

To coincide with introduction of the two stage complaints policy a new complaints database was introduced. All departments will be using the new system by October 2012 with BHP expected to come on board by the end of quarter 3. The new database will assist in the efficient management of complaints and as a web based system supports the Council's channel migration strategy.

Improving complaint response times

Response times in 2011/12 in a number of areas were less than satisfactory. Complaint officers will be working with departmental management teams to address this issue.

Preparing for the change in jurisdiction for Housing Management complaints due to start in April 2013

As a result of the Localism Act housing management complaints – essentially all those dealt with by BHP will move jurisdiction from the Local Government Ombudsman to that of the Independent Housing Ombudsman from April 2013. In addition the complaint needs to have been considered by a Councillor, MP or Tenants Panel before it can be referred to the Housing Ombudsman.

The Council's complaints manager will be working with colleagues to ensure that the necessary arrangements are in place within the Council and BHP to respond to the requirements of the Act.

Introduction of regular management information reports

There has been an inconsistent approach to providing regular information on complaints activity to departmental management teams. The intention is to introduce a quarterly department-specific report that will give senior managers a better understanding of the complaints activity across their respective service areas.

4.0 Financial Implications

- 4.1 The corporate complaints procedure remains a relatively quick, cheap and effective way of resolving grievances, avoiding time-consuming investigations by the Local Government Ombudsman or court proceedings with their attendant high costs.

5.0 Legal Implications

- 5.1 There are no legal implications arising from this report.

6.0 Diversity Implications

- 6.1 The Council's complaints procedure covers all areas of the Council's service delivery and is available to everyone who lives in, works in or visits the Borough and all service users. Historically the Council has been weak in collecting diversity information from complainants. The Complaints Manager is continuing to work with colleagues to explore other methods that can be introduced for capturing this information.

7.0 Staffing Implications

- 7.1 There are none at present but complaints handling arrangements will be reviewed prior to the move to the Civic Centre.

Background Papers

Local Government Ombudsman's Annual Review 2011/12
Adult Social Care complaints Annual Report 2011/12
Children & Families Complaints Annual report 2011/12

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Phil Newby
Director of Strategy, Partnerships & Improvement

Appendix A

CHILDREN AND FAMILIES - ANNUAL COMPLAINTS REPORT : 2011/12

1. The Children Act 1989 and supporting regulations require the Council to produce an annual report on complaints received about statutory children's social care services. For the sake of completeness this report also includes information on complaints dealt with under the corporate complaints process – which in the main relates to services provided by Achievement and inclusion.
2. The report provides a summary of the number and type of complaints made, response rates, escalation rates, investigation outcomes and service improvements arising from issues highlighted in complaints.
3. **A total of 181 stage 1 complaints were received**, just 11 more than the previous year. 124 stage one complaints fell within the statutory complaints procedure with Localities and Care Planning accounting for the majority. A total of 57 corporate complaints were received with two-thirds relating to school admissions. This largely reflects the nature of complaints received in 2010/11. A detailed breakdown is given in appendix A.1.
4. **Complaints that escalated beyond stage 1** - Just 7% of complaints ended up escalating to Stage 2 which is well within the Council target of no more than 15%. Localities (4) and CarePlanning (4) accounted for the majority of stage 2 complaints. One Stage 3 complaint was received relating to a BACES case involving a dispute over fees.

One of the reasons for the low escalation rate is because in the event that service users are dissatisfied with the outcome of the stage 1 investigation, they are given the option of meeting with the relevant service managers in the hope that any remaining concerns can be resolved. In many instances the outstanding issues are successfully resolved thereby saving the costs and resources associated with further investigations.

5. **62% of stage 1 complaints were answered on time**, significantly down on the 78% achieved in 2010/11. The biggest drop in performance was in Achievement & Inclusion which went down from 72% to 39%. A review of the staffing structure meant that fewer managers were available to investigate complaints. The complaints manager is working with the service to explore ways to improve performance.
6. **Outcomes of complaint investigations** – Out of 168 stage 1 investigations completed, 48% resulted in the complaint being upheld or partially upheld. A total of five stage 2 complaint investigations were concluded of which 1 was fully upheld and 4 not upheld. The one stage 3 complaint was not upheld.
7. A total of **8 Ombudsman complaints** were determined. 2 of which required the Council to take action to resolve the complaint. One case concerned school admissions and related to the time it took to offer a place to a primary school child. The Ombudsman found that the Council had not applied the Fair Access Protocol.

The other case concerned Care Planning (Children & Families) – The case involved a reported burglary that allegedly took place at a care facility the Council had placed the young person in. The Ombudsman criticised the Council for not ensuring that it was made clear to young people placed in the facility that personal possessions were not covered by any insurance policy. The Ombudsman asked the Council to pay the complainant £1k to compensate for the items she claimed had been stolen.

8. There were a number of **service improvements arising from complaint investigations**. Examples are given below:

- A briefing on the complaints process was delivered to foster carers which also gave them the opportunity to provide feedback on the service from their perspective
- The wording on the decision letter used to inform parents of the department's decision in connection with applications requesting support for a disabled child has been amended to encourage the parent/carer to contact the team if dissatisfied with the decision rather than to be automatically signposted to the complaints procedure
- Insurance related information provided to young people moving into semi-independent accommodation has been reviewed

9. **Compensation** totalling £19k as paid out – inclusive of £1k relating to an Ombudsman complaint. Examples of why compensation was awarded include:

- reimbursement of NVQ related costs incurred by a foster carer
- a payment to a young person in semi-independent housing who allegedly sustained a theft of personal items
- retrospective payment of a fostering allowance

11. **Training** focussed mainly on equipping staff with the skills required to undertake a quality complaint investigation and write an effective response. Training was also provided to foster carers to ensure that they understood the relevant procedures and could support looked after children who wished to make representations or complaints.

12. **Priorities for 2012/13:**

- working with DMT and other managers to improve response times
- conduct a series of team workshops to raise awareness and understanding of the complaints process at the local level
- Deliver further investigation skills training to build capacity within the department
- Produce regular (quarterly) complaint management information reports for DMT summarising key issues

Appendix A.1 : Management Information

Numbers of Complaints Received

Stage 1			Stage 2			Stage 3		
09/10	10/11	11/12	09/10	10/11	11/12	09/10	10/11	11/12
169	170	181	10	6	12	3	3	1

Types of Complaint – Stage 1

	11/12	10/11	09/10
Children in care/ leaving care services	51	36	36
Localities (social care referrals and assessment)	56	36	32
Disabled children social care services	7	10	10
Other social care support services including child protection and youth offending	1	10	10
Placements (fostering and adoption services}	7	5	8
Early Intervention and children's centres	1	4	7
School admissions	36	36	14
Adult education service	14	17	30
Special educational needs	6	4	3
Other education services including youth services	2	9	8
Services no longer part of C&F		3	11
Total	181	170	169

Percentage of Complaints Responded to within Timescales

Stage 1 Corporate 15 working days: Statutory 10 working days

Stage 2 Corporate 20 working days: Statutory 25 working days

Stage 3 Corporate 30 working days: Statutory 50 working days

Stage 1			Stage 2			Stage 3		
11/12	10/11	09/10	11/12	10/11	09/10	11/12	10/11	09/10
28%	78%	61%	0%	40%	29%	100%	0%	n/a

Equalities Information

68% of complaints were made by females. Ethnicity information based on those complainants who were prepared to provide it is set out below.

Ethnicity of Child or Young Person	2011/12	2010/11	2009/10
Asian or Asian British	20%	6%	6%
Black or Black British	30%	50%	69%
Black African	20%	11%	6%
Mixed/Black and White or Mixed/Other	15%	11%	13%
White/British	10%	6%	6%

White/Irish	5%		
White/Other	-	6%	

Advocacy information

Children and young people receiving or requesting social care services are entitled to independent and confidential advocacy support. The Complaints Team explains about advocacy to all young people wishing to make complaints and provide a leaflet.

21 young people made complaints about social care services and five were supported by advocates. All the young persons' complaints were resolved at stage 1.

Phillip Mears
Complaints Manager

Appendix B

ADULT SOCIAL SERVICES - ANNUAL COMPLAINTS REPORT 2011/12

1. This report provides information on complaints made about Adult Social Services during 2011./12 as required under
 - a. the Health and Social Care (Community Health & Standards) Act 2003 and the Local Authority Social Services Complaints (England) Regulations 2006
 - b. the Local Authority Social Services and National Health Service Complaints (England) regulations 2009
2. The ability to resolve some matters informally within a working day and without recording a formal report is welcome both for the customer and the council. Within the complaints team we were able to resolve 20 complaints at an early stage. The complaints manager is working with customer services to improve our recording of potential complaints resolved at the first point of contact.
3. The complaints team has been working with senior managers to improve the quality of investigations conducted in house and the application of suitable remedies. This approach has meant that we have used external investigators in very few cases – with a consequent saving in charges. In addition it has encouraged managers to take ownership for addressing service failures identified through complaints and for driving through service improvements.
4. **The number of Statutory Complaints received** in the year was 88 - down from 127 the previous year. Some of the decrease can be put down to the new structures within Adult Social Services which have helped improve the way we deal with customers. For example in previous years many complaints were raised by customers who had to wait weeks or even months for an application for a care assessment to be processed. Under the restructure responsibility for undertaking the initial assessment transferred to the call centre which massively reduced waiting times. A further influence on complaint numbers has been the complaint team's approach which has been to encourage teams to seek to resolve issues at the first point of contact before they become complaints.
5. **27 Corporate Complaints were received**- up from 13 the previous year. These mainly concerned applications for Blue Badges and Freedom Passes and reflect the fact that following a review, a number of users lost their right to a Freedom Pass. Secondly following a tightening of antifraud guidelines Blue Badges had to be collected in person instead of being posted.
6. **Two corporate complaints reached stage 2.** One concerned the provision of a Freedom Pass and the other related to communication problems that a service user experienced with Brent Mental Health Service (BMHS). Both of these complaints were not upheld and did not progress to stage 3.
7. **The % of complaint responses within timescale was 28%** - down from 52% in 2010/11. Performance was affected by vacancies that existed during the year as part of the ongoing restructure plus other competing priorities. In response the pool of managers required to investigate complaints has been widened and the department's management team is closely monitoring the situation.
8. **A total of 24 stage 1 corporate complaints were investigated.** 9 investigations concluded that there had been some fault on the part of the department - mainly around the Blue Badge application and collection process.
9. **A total of 73 statutory complaints were investigated** with some fault being found in 40 cases. The main areas where complaints were upheld were around poor communication with clients, delays in assessments, reduction in care packages and conduct of staff, and general service delays.
10. **Of the 10 Cases** determined by the Ombudsman, 5 required the Council had to take action to resolve the complaint. Brief details of the cases involved are below. These complaints had been investigated by the department at stage 1 of the statutory or corporate complaints procedure. The

Ombudsman concluded that either we had failed to apply a remedy or the remedy applied was insufficient to address the injustice the complainant had experienced.

- a) One case involved a service user who had been without a bath for several months after it had been damaged by one of the contractor's staff. The Ombudsman criticised the Council for failing to ensure that the issue was resolved within a reasonable period of time.
- b) In another case the complaint concerned the delay in providing the service user with a specially adapted chair.
- c) One long running issue related to the closure of the day centres. The complaint concerned someone who had campaigned vigorously for centres to stay open. Ombudsman found that the Council had not adequately compensated the complainant for their time and trouble in pursuing the complaint.
- d) A further complaint concerned an unreasonable delay in carrying out a care assessment in connection with the complainant's son. This led to the complainant having to spend time and effort chasing the outstanding assessment.
- e) The final complaint centred on a service user in dispute with the Council over care charge arrears and related matters. The Ombudsman investigation revealed that the Council had been invoicing the complainant's former address for over a year. The Council ended up writing off the outstanding arrears.

11. **A number of service improvements** arising from complaint investigations have been identified during the year as shown below.

- Financial assessment forms and associated guidelines have been revised to make the charging criteria clearer
- Significant improvements in working practices and procedures have been adopted by the safeguarding team including a new screening and risk assessment tool
- In response to complaints about the review team a performance plan was developed focusing on improving communication and customer care skills
- An improvement plan was developed to ensure that a cross Council approach was adopted when responding to clients who create problems for themselves and other residents by hoarding items in their homes.

12. **Compensation** was awarded to 13 complainants totalling **£15165**. Compensation is awarded in appropriate cases in line with the Council's Remedies Policy, typically where the service user has suffered a significant injustice because of the Council's (or contractor's) actions or lack of action. Reasons for awards in the 13 cases referred to above included:-

- Delay in the provision of direct payments
- Damage caused by Homecare provider left the service user without a bath for almost a year.
- Compensation was recovered from the contractor
- Faults identified with the consultation process in relation to Stonebridge Day centre
- Poor handling of a request for the supply of aids and adaptations
- Delay in dealing with applications for care support

13. **Training** has been focused on managers who are now responsible for investigating complaints. The training is very hands on and is designed to equip managers with the skills required to undertake professional complaint investigations. One to one support has also been provided when necessary.

14. **Priorities for 2012/13**

- working with DMT and other managers to improve response times

- conduct a series of team workshops to raise awareness and understanding of the complaints process at the local level
- Deliver further investigation skills training to build capacity within the department
- Produce regular (quarterly) complaint management information reports for DMT summarising key issues

Appendix B.1

Management Information

Table 1 - Numbers of Complaints Received

	2011/12	10/11	09/10
Statutory Complaints	88	127	84
Corporate Complaints Stage 1	27	13	5
<u>Stage 2</u>	3	2	3

Table 2 – Service Area Complaints (Inclusive statutory & corporate complaints)

	2011/12	10/11	09/10
Reablement & Safeguarding	36	39	21
Brent Mental Health Service	6	9	11
Support Planning & Review	45	61	22
ASS Finance	9	5	12
Integrated Commissioning	14	9	9
Direct Services	2		
Other	3	3	
Total	115	140	89

Table 3 - Percentage of Complaints Responded to within Timescales

Statutory & Corporate Complaints		
11/12	10/11	09/10
28%	52%	46%

Table 4 - Outcomes of investigations

Some complaints registered in 2011/12 are still live (having entered our monitoring system before 31 March 2012 but not yet concluded) they will be included in the next year's figures). In percentage terms, 49% of complaints investigated were fully or partly upheld.

	Statutory Complaint	Corporate Stage 1	Corporate Stage 2
Fully upheld	19	6	0
Partially upheld	21	3	0
Not upheld	29	13	2
Withdrawn	4	3	0
Total	73	25	2


Table 5 - Comparative figures with other West London Councils – Figures are presently being sought and of those received are included in the table below:-

London Borough	Total No of complaints received	No of statutory complaints	No of corporate complaints	No of LGO investigations
Barnet	100	96	4	15
Brent	115	88	27	7
Ealing	102	94	8	2
Harrow	92	79	13	2
Hillingdon	69	69	0	7

The fact that we received more complaints than our neighbouring boroughs should be considered in light the stricter application of the fair access to care criteria coupled with our positive approach to welcoming complaints. That said, 115 complaints represent a tiny fraction of the users of the service.

Martin Beasley
Adult Social Care Complaints Manager

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	<p style="text-align: center;">Executive 19 September 2012</p> <p style="text-align: center;">Report from the Director of Finance and Corporate Services</p>
<p style="text-align: right;">Wards Affected: ALL</p>	
<p style="text-align: center;">The Treasury Management Annual Report 2011/12</p>	

1. SUMMARY

The purpose of this report is to summarise borrowing and investment activity and performance compared to prudential indicators during 2011/12. Executive is asked to recommend this report to Full Council for approval and will also be considered by the Audit Committee as part of the scrutiny function required under the 2009 Treasury Management Code of Practice issued by CIPFA.

2. RECOMMENDATIONS

The Executive is asked to recommend that Full Council:

- 2.1 Approves the Treasury Management Annual Report (section 3); and Annual Investment Strategy Report (section 4)
- 2.2 Notes the outturn for prudential indicators (section 5)
- 2.3 Notes the updated position since 2011/12 (paras.3.15 – 3.16).

3. TREASURY MANAGEMENT ANNUAL REPORT

- 3.1 The Council adopted the 2009 CIPFA Code of Practice on Treasury Management in Local Authorities in September 2010. The Code stipulates that the Chief Financial Officer should set out in advance to Full Council the treasury strategy for the forthcoming financial year, issue a progress report during the year and subsequently report treasury management activities at the year-end. This section of the report details:-

- a) The economic background for 2011/12 (paras 3.3 to 3.4)
 - b) The agreed treasury strategy (para 3.5)
 - c) Borrowing activity during 2011/12 (paras 3.6 to 3.8)
 - d) Lending activity during 2011/12 (paras 3.9 to 3.13)
 - e) Overall interest paid and received (para 3.14)
 - f) Developments since the year end (paras 3.15 – 3.16)
- 3.2 Treasury management in this context is defined as ‘the management of the local authority’s cash flows, banking, money market (short term borrowing and lending) and capital market (long term borrowing) transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.’ This means that the pursuit of additional returns must be secondary to protecting the Council’s cash balances and a rigorous assessment of risk.

ECONOMIC BACKGROUND FOR 2011/12

- 3.3 The world economy grew by 3.6% in 2011. The UK economy grew by 0.7%, USA by 1.7%, the Euro area by 0.7% (though Germany grew by 1.5%) and the Chinese economy slowed to 8.9%. In the UK growth remained slow as banks were unable or unwilling to lend and borrowers were unwilling to increase existing debts. In the USA, quantitative easing (governments buying back debt and increasing the money supply) supported activity and reduced longer term interest rates. In the UK, inflation as measured by the Consumer Price Index remained above 3% as VAT increases and some price rises (such as energy) passed through the system. The Bank Base Rate remained at 0.5% as monetary policy sought to encourage economic growth given an assumption that inflation would fall to reflect low economic activity. Overnight interest rates remained very low, at 0.3% - 0.4%. Fiscal policy has become progressively tighter in 2011/12, a trend which is likely to continue. Markets experienced continued volatility as Euro-zone authorities failed to change the widely held perception that they were unable to bringing the situation under control; it became steadily clearer that Greece would continue to experience difficulty in remaining in the Euro-zone and speculation mounted that other countries would also be forced to review their membership
- 3.4 Table 1 shows interest rates charged during the year by the Public Works Loans Board (PWLb), the government agency that provides long term credit to local authorities. Previously, the PWLB enabled local authorities to borrow at similar rates to the government (gilt yield plus 0.15%). However, in October 2010 it was decided that local authorities would pay rates set at the gilt rate plus 1% in order to encourage local authorities to reassess the viability of capital projects and use their cash balances to finance them where

appropriate. It can be seen that rates fell during the year, reflecting the low demand for credit and desire for security and rates are now similar to those which prevailed under the old charging regime.

Table 1 – PWLB Interest rates during 2011/12

	1 April 2011 %	30 June %	30 Sept. %	31 March 2012 %
10 year	4.80	4.42	3.47	3.30
25 year	5.36	5.22	4.53	4.32
50 year	5.28	5.18	4.69	4.36

STRATEGY AGREED FOR 2011/12

- 3.5 On the basis of advice and research from the Council's treasury adviser, Arlingclose, Capital Economics and pension fund managers, it was anticipated that the bank rate would remain unchanged throughout 2011/12. It was agreed as part of the strategy that lending that lending would be kept short (less than one year), that long term loans would be allowed to mature, and that the lending list would be expanded when market conditions allowed. It was also agreed that borrowing would remain flexible, but that the Council would take short term or variable debt if it was likely that rates would stay low. It was also agreed that officers would look for opportunities to restructure debt, recognising that low rates might make this uneconomic.

BORROWING ACTIVITY DURING 2011/12

- 3.6 The split of the Council's treasury portfolio between fixed interest and variable loans and investments, is set out in Table 2.

Table 2 – Treasury portfolio at 31 March – loans and investments

	Actual		Interest rate
	31/03/11 £m	31/03/2012 £m	31/03/2012 %
Fixed rate loans – PWLB	491.0	310.0	4.84
Variable rate loans – PWLB	-	-	
Variable rate loans – Market	95.5	95.5	4.31
Short-term loans – Market	69.2	26.3	0.39
GROSS DEBT	655.7	431.8	4.47
Investments	57.5	43.8	0.38
NET DEBT	598.2	388.0	

- 3.7 The average rate of interest payable by the Council on its loans has risen slightly from 4.37% in 2010/11 to 4.47% in 2011/12, mainly because of a reduced proportion of temporary debt in the portfolio. No debt restructuring was undertaken during the year but, at the end of March, the Department for Communities and Local Government repaid £198m of PWLB debt relating to the Housing Revenue Account (HRA). The intention is that this will place the HRA in a position where it can be self-financing in the long term with the interest saved accruing to the HRA. It is intended that the remaining debt will be apportioned between the HRA and the General Fund on a basis which is equitable and allows the HRA to plan its business with some degree of certainty about its costs. In 2011/12, the Council borrowed £20m from the PWLB on Equal Instalment of Principal (EIP) terms at 2.34%, repayable over 10 years.
- 3.8 The duration and average interest rate of loans in the treasury portfolio is set out in Table 3.

Table 3 – Treasury portfolio at 31 March 2012 – duration/interest rates

Maturing Within	£m		Share of total debt %	Average Interest Rate 31/03/12 %
	31/03/11	31/03/12		
1 Year	71.2	28.7	6.6	0.58
1 – 5 Years	8.0	9.8	2.3	2.64
6 - 10 years	19.0	18.9	4.4	3.92
11 – 20 years	5.0	0	-	0.00
21 – 30 years	30.0	18.3	4.2	4.75
31 – 40 years	85.0	61.9	14.4	4.60
Over 40 years	342.0	198.7	46.0	5.38
Market (all over 40 years)	95.5	95.5	22.1	4.72
TOTAL	<u>655.7</u>	<u>431.8</u>	<u>100.0</u>	<u>4.45</u>

LENDING ACTIVITY DURING 2011/12

- 3.9 The Council's investments averaged £49m during 2011/12 (£78m during 2010/11) and earned interest of £0.3m. The portfolio of long term deposits

(deposited in 2008 for up to three years) finally matured, and new deposits have been for less than one month at rates generally between 0.25% and 0.75%. The amount invested has varied from day to day depending on cash-flow and the Council's borrowing activity.

- 3.10 Investments by the in-house team were made primarily with the intentions of achieving security and liquidity placed with AAA rated Money Market Funds or for periods up to one month. Rates achieved generally ranged between 0.25% and 0.75%, with an average rate achieved of 0.6% (2010/11, 1.3%). Loans were made to high quality counterparties included on the Treasury Lending List. Appendix 1 lists the deposits outstanding at 31 March 2012.

- 3.11 Brent still has deposits in two Icelandic banks which were placed into receivership following the collapse of Lehman Brothers in 2008. The original deals were:-

Heritable	£10m	5.85%	Lent 15/08/08	Due back 14/11/08
Glitnir	£5m	5.85%	Lent 15/09/08	Due back 12/12/08

- 3.12 The Council continues to work with the Local Government Association and other authorities to recover the loans to Icelandic banks. Local authorities were accepted as preferred creditors of Glitnir in the Icelandic Courts and this resulted in almost the whole sum deposited being repaid. The final recovery remains slightly uncertain as about £1m remains denominated in Icelandic krone and held in a ring-fenced account in Iceland, pending conversion and repayment by the Central Bank of Iceland. The administrators for Heritable have repaid £1.8m in 2011/12, and a further £0.4m to date in 2011/12. The administrators have indicated that creditors should expect to receive between 86%-90% of deposits plus interest to October 2008, in instalments to 2013.
- 3.13 External cash managers were initially appointed in 1998 to manage two portfolios with the aim of achieving an improved return at an acceptable level of risk. Aberdeen Asset Management's £23.7m portfolio was liquidated in July 2011 because the opportunities for additional yield no longer compensated for the costs of maintaining the arrangement.

TOTAL INTEREST PAID AND RECEIVED

- 3.14 Total interest paid and received in 2011/12 is shown in Table 4. The reduced interest paid on external debt reflects the restructuring in October 2010 and short term borrowing at lower rates.

Table 4 – Overall interest paid and received in 2011/12

	Budget £m	Actual £m
Interest paid on external debt	32.2	28.6
Interest received on deposits	0.1	0.3
Debt management expenses	0.4	0.4

DEVELOPMENTS SINCE THE END OF THE YEAR

- 3.15 UK financial markets have been volatile since the end of the financial year, mainly in response to continued worries about credit worthiness and debt owed by Portugal, Ireland, Italy, Greece and Spain. Short term interest rates remain very low and long term rates have fallen in response to lenders seeking safer investments for cash and the growing belief that economic recovery will be very slow and monetary conditions will continue to be loosened. In consultation with Arlingclose, the Council has borrowed £20m from the PWLB; £10m for ten years at 1.99% and £10m for twenty years at 2.64% towards meeting the long term financing requirement for the new Civic Centre (both on EIP terms).
- 3.16 In response to continuing fears about developments in Euro-zone markets, Arlingclose issued advice in May that local authorities should restrict lending to less than 1 month for UK banks and overnight for Santander, before subsequently removing Santander completely. The Council has used slightly tighter criteria than Arlingclose and, in practice, Brent no longer lends to UK banks, and all maturities are currently kept very short. Though a number of Australian and Canadian banks are on the list, and have occasionally been useful, most lending is to AAA rated Money Market Funds (MMFs) and the UK Debt Management Office, an arm of the Bank of England.

4 ANNUAL INVESTMENT STRATEGY REPORT

- 4.1 Regulations issued under the 2003 Local Government Act require that councils agree an Annual Investment Strategy (AIS) before the beginning of each year, setting out how investments will be prudently managed with close attention to security and liquidity. The AIS for 2011/12 was agreed by Full Council in March 2011. The AIS sets out the security of investments used by the authority analysed between Specified (offering high security and liquidity, with a maturity of no more than one year) and Non-Specified (entailing more risk or complexity, such as gilts, certificates of deposit or commercial paper) investments. The AIS also sets out the maximum duration of deposits.

- 4.2 Treasury activity has fully complied with the AIS in 2011/12. The approach has been to lend for short periods to high quality counterparties, reducing risk. As loans have matured, receipts have been used to minimise borrowing.

5. PRUDENTIAL INDICATORS – 2011/12 OUTTURN

- 5.1 The introduction of the prudential system of borrowing in the 2003 Local Government Act (LGA) gave opportunities for councils to assess their requirements for capital spending and not have them restricted by nationally set approvals to borrow money (credit approvals) as previously. The prudential system also brought new responsibilities on councils to ensure that:
- a) capital expenditure plans are affordable;
 - b) all external borrowing and other long term liabilities are within prudent and sustainable levels;
 - c) treasury management decisions are taken in accordance with good professional practice.
- 5.2 Under regulations issued under the 2003 LGA councils are required to follow the Prudential Code issued by CIPFA which sets out how councils ensure responsible use of these freedoms. The Code details indicators that councils are required to set before the beginning of each year, to monitor during the year and to report on at the end of each year.
- 5.3 The outturn for prudential indicators measuring affordability is set out in Table 5. General Fund and HRA capital financing charges as a proportion of total budget were lower than the original estimates as a result of the reduced requirement to fund expenditure from unsupported borrowing in 2011/12.

Table 5 – Prudential indicators measuring affordability

	2011/12 (estimates)	2011/12 (actual)
Capital financing charges as a proportion of net revenue stream:		
- General Fund	9.3%	7.7%
- HRA	36.4%	35.7%
Impact of unsupported borrowing on:		
- Council tax at Band D	£4.68	£2.42
- Weekly rent	-	-

- 5.4 The outturn for prudential indicators for capital spending is set out in Table 6. Movements within the capital programme, including slippage between years

and resources becoming available during the year, are to be reported in the Performance and Finance Quarter 4 Outturn report to the Executive in July 2012. Capital spending is funded from a variety of resources, including government grants, capital receipts, revenue contributions, Section 106 contributions and borrowing. This means that movements in capital spending are not directly reflected in movements in the Capital Financing Requirement (CFR), which principally reflects borrowing requirements.

Table 6 – Prudential indicators measuring capital spending and CFR

	2011/12 Estimates £m	2011/12 Actual £m
Planned capital spending:		
- General Fund	128.0	124.4
- HRA	9.3	6.8
- TOTAL	137.3	131.2
Estimated capital financing requirement for:		
- General Fund	393.6	407.0
- HRA	331.3	130.5
- TOTAL	724.9	537.5

CFR figures exclude PFI schemes and leasing. HRA CFR is subject to audit.

- 5.5 The Council also sets prudential indicators for external debt as shown in Table 7. This is to ensure that the Council's overall borrowing is kept within prudent limits. The Authorised Limit for external borrowing is set flexibly above the CFR to allow for opportunities to restructure debt or borrow early when interest rates are favourable. The Operational Boundary sets out the expected maximum borrowing during the year, allowing for cash flow, interest rate opportunities and restructuring.

Table 7 – Prudential indicators for external debt

Indicator	Limit	Status
Authorised limit for external debt	£850m	Met
Operational boundary for external debt	£750m	Met
Net borrowing	Below CFR	Met

- 5.6 The prudential indicators for treasury management, which are included in Table 8 below, were all met. These are set to ensure that interest rate exposures are managed to avoid financial difficulties if interest rates rise sharply. Although borrowing at variable rates can be advantageous if rates are falling, a sharp rise can cause budget difficulties, and force the Council to fix rates at an inopportune time. Managing loan durations ensures a variety of maturity dates to avoid a disproportionate amount of re-financing when rates may be high. Finally, the upper limit on investments of more than one year allows flexibility to lend for longer periods if interest rates make this advantageous, particularly by external managers investing in gilts, but also ensures that a minimum level of balances is available for cash flow purposes. Deposits have been short term, and long term loans have been run down during the year.

Table 8 – Prudential indicators for treasury management

Indicator	Limit	Outcome
Treasury Management Code		Adopted
Exposure to interest rate changes		
- fixed rate upper limit	100%	98%
- variable rate upper limit	40%	19%
Maturity of fixed interest loans		
Under 12 months		
- upper limit	40%	1%
- lower limit	0%	0%
12 months – 24 months		
- upper limit	20%	1%
- lower limit	0%	0%
24 months – 5 years		
- upper limit	20%	1%
- lower limit	0%	0%
5 years – 10 years		
- upper limit	60%	2%
- lower limit	0%	0%
Above 10 years		
- upper limit	100%	98%
- lower limit	30%	96%
Upper limit on investments of more than one year	£60m	£22m

6. MINIMUM REVENUE PROVISION

- 6.1 The Local Authorities (Capital Finance and Accounting) Regulations 2003 as revised in 2008 require an authority to set an amount of Minimum Revenue Provision which is considered to be 'prudent'. The definition of what counts as 'prudent' is set out in statutory guidance which has been issued by the Secretary of State for Communities and Local Government and which authorities must 'have regard' to.
- 6.2 Under the guidance councils are required to prepare an annual statement of their policy on making Minimum Revenue Provision to Full Council. The purpose of this is to give Members the opportunity to scrutinise the use of the additional freedoms and flexibilities under the new arrangements. This Policy Statement was submitted and approved by the Full Council at its meeting in March 2012 within section 9 of the Budget Setting report.

7. FINANCIAL IMPLICATIONS

- 7.1 Financial implications are set out within this report.

8. DIVERSITY IMPLICATIONS

- 8.1 The proposals in this report have been subject to screening and officers believe that there are no diversity implications arising from it.

9. LEGAL IMPLICATIONS

- 9.1 Guidance has been issued under Section 21 (IA) of the Local Government Act 2003 (the '2003 Act') on how to determine the level of prudent provision. Authorities are required by Section 21 (B) to have regard to this guidance.
- 9.2 Under regulation 28 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 (as amended) authorities have significant discretion in determining their Minimum Revenue Provision but, as a safeguard, the guidance issued under the 2003 Act recommends the formulation of a plan or strategy which should be considered by the whole Council. This mirrors the existing requirement to report to Council on the prudential borrowing limit and investment policy. The Local Authorities (Functions and Responsibilities) (England) (Amendment) Regulations 2000 have been amended to reflect that the formulation of such a plan or strategy should not be the sole responsibility of the Executive.

10. BACKGROUND INFORMATION

1. Logitech Loans Management System.
2. Arlingclose reports on treasury management.
3. Aberdeen Asset Management quarterly reports.
4. 2011/12 Budget and Council Tax report – March 2011

11. CONTACT OFFICERS

1. Anthony Dodridge, Head of Exchequer and Investments – 020 8937 1472
2. Mark Peart, Head of Financial Management – 020 8937 1568


CLIVE HEAPHY
Director of Finance and Corporate Services

APPENDIX 1

Brent treasury lending list

The current investments outstanding as at 31 March 2012 were:

Name	Amount £m	Yield %	Lending Date	Maturity Date
Global Treasury Fund (RBS)	8.0	0.59	Call	
Gartmore Cash Reserve	2.0	0.60	Call	
Northern Trust Global Fund	0.1	0.15	Call	
Heritable bank	3.2	5.85	15/08/08	14/11/08
Glitnir	1.0	5.85	15/09/08	12/12/08
Isle of Wight Council	5.0	0.30	30/03/12	05/04/12
London Borough of Merton	5.0	0.30	30/03/12	02/04/12
Santander UK plc	10.0	0.52	30/03/12	03/04/12
UK Debt Management Fund	9.5	0.25	30/03/12	03/04/12
Total	43.8			

	<p style="text-align: center;">Executive 19 September 2012</p> <p style="text-align: center;">Report from Director of Strategy, Partnerships and Improvement and Director of Finance and Corporate Services</p>
<p style="text-align: right;">Wards Affected: ALL</p>	
<p style="text-align: center;">Performance and Finance Review, Quarter 1, 2012-13</p>	

1.0 Introduction

Brent's Borough Plan 'Brent our Future' is a four year strategy document which sets out the Administration's priorities over the coming years. These priorities form the core of our Corporate Planning Framework, which is broadly based around three overarching strategic objectives:

1. To create a sustainable built environment that drives economic regeneration and reduces poverty, inequality and exclusion.
2. To provide excellent public services which enable people to achieve their full potential, promote community cohesion and improve our quality of life.
3. To improve services for residents by working with our partners to deliver local priorities more effectively and achieve greater value for money from public resources.

The planned reduction in central government funding over the remaining three years of the Government's current Spending Review and beyond continues to intensify pressure on Council services, and difficult economic conditions have directly affected levels of employment across the borough. The scale and pace of national policy changes, particularly in relation to Housing Benefits and the implementation of the new Universal Credit, is expected to fuel increased demand for services, which will have an enduring effect on the borough. However despite these challenges, the Council remains committed to preserving services and protecting the most vulnerable residents.

The purpose of this report is to provide Members with a corporate overview of Finance and Performance information to support informed decision-making and manage performance effectively.

2.0 Recommendations

The Executive is asked to:

- a. Note the Finance and Performance information contained in this report and agree remedial actions as necessary.
- b. Consider the current and future strategic risks associated with the information provided and agree remedial actions as appropriate.
- c. Challenge progress with responsible officers as necessary.
- d. Agree the budget virements contained within this report.

3.0 Executive Summary - Performance

The performance section of the Performance and Finance Review report now includes a benchmarking column which will provide information from the London Council's benchmarking club. To make the information relevant and meaningful it is drawn from the same quarter in the previous financial year. So for this quarter the information provided comes from quarter 1 2011/12.

3.1 *Adult Social Services*

Performance in relation to the timeliness of social care assessments for mental health clients is showing a slight improvement, though it is below target. A comprehensive review of Brent Mental Health Service is currently underway and the findings will be used as a basis to inform future priorities and performance targets for the service. Carers Needs Assessments have marginally improved on last year's performance and the service is now developing a strategy to improve the existing offer through the introduction of a new Carers Hub, which will provide practical support, advice and information. Data quality issues are being addressed and expected to show a significant improvement by January 2013.

3.2 *Children and Families*

The shortage of school places at key stage 1 continues to be a cause for concern; however a report setting out a medium and long term strategy for creating additional school places was agreed by the Executive in August. The snapshot measure of the number of looked after children in Brent shows a slight reduction though the sustained pressure in Children's Social Care looks likely to continue for the foreseeable future. A suite of four co-ordinated One

Council projects that collectively deliver a 'Working with Families' initiative in Brent is currently being developed. The aim of the projects is to provide early help and ensure better coordination between departments and agencies reducing fragmentation and balancing demand with resources.

3.3 ***Environment and Neighbourhood Services***

The time lag in producing figures for the volume of residual waste and percentage of household waste sent for recycling means that data is provided one quarter in arrears. New local indicators have been developed to measure the number of small and large flytips in the borough. The number of flytipping inspections and investigations and the number of enforcement actions taken are below target.

3.4 ***Regeneration and Major Projects***

Unemployment rates in Brent remain high in comparison to the London average with the percentage of working age residents in employment going down since quarter 4 2011/12. There has been a slight reduction in the number of households in temporary accommodation. This has been relatively stable during quarter 1, which may be in part as a result of a small reduction in number of homeless approaches which result in the council accepting a statutory homeless duty. The current rent collection rate is slightly below target and is highlighted in the appendix as a medium risk. The average number of days taken to re-let a property is below target and a high risk.

3.5 ***Central Services***

New indicators on the number of personal robberies and the number of residential burglaries have now been included to better reflect local priorities. Both of these indicators are showing a medium risk status.

3.6 ***Complaints Summary***

The streamlined two stage complaints procedure was introduced across the council in quarter 1. BHP will introduce the procedure at the start of quarter 2. Local Resolution, formerly known as Stage 1, complaint volumes were broadly in line with the corresponding numbers for previous quarters. The trend in the reduction of escalated complaints continued with only 19 cases reaching the final stage. The Corporate investigation was introduced in conjunction with the new complaints procedure and was designed to support the on going efforts to improve the quality of initial complaint investigations. We will be in a better position to assess the impact of the standard at the end of quarter 2.

3.7 In 11/12 Brent achieved the best result for any London Council so far as the percentage of adverse findings as a percentage of all decisions by the Ombudsman is concerned. Brent's figure was 11.6% compared with a London

average of 27% and a national average of 21%. This demonstrates once again that the council has robust systems in place for investigating and resolving complaints.

- 3.8 A new indicator introduced in Q1 to record the reason for the complaint. This shows that just over 30% of complaints concerned a delay in providing a service. The next most common categories were complaints about staff attitude and incorrect action taken by the Council.

3.9 **One Council Programme**

The aim of the One Council Programme is to significantly improve the way the council organises itself and delivers services, whilst limiting the impact of budget reductions on Brent residents. The Programme provides a robust framework to deliver complex change quickly and effectively. Overall the Programme delivered gross savings of £11.6m in 2010/11 and a further £29.9m in 2011/12, leading to cumulative savings of £41.5m per annum from the end of 2011/12. Additional budgeted savings for 2012/13 are £15.8m, which will take cumulative underlying savings to £57.3m per annum. By the end of the Programme in 2014/15, cumulative underlying savings are forecast at £81.7m per annum.

4.0 **Executive Summary - FINANCE**

- 4.1 The Council's revenue budget position for quarter 1 is as follows:

Item	Budget £000	Forecast Outturn £000	Variance £000
Adult Social Services	89,552	90,502	950
Children & Families	51,402	52,416	1,014
Environment & Neighbourhood Services	34,073	34,073	0
Regeneration & Major Projects	33,277	33,277	0
Finance & Corporate Services / Central Services	32,550	32,550	0
Service Area Total	240,854	242,818	1,964
Central Items	19,538	19,528	(10)
Total Council Budget	260,392	262,346	1,954

- The Council is currently forecasting an over spend of £1.954m, due to demand pressures on service budgets. It is expected that action taken by service areas and the Council will ensure that by year end these over spends will be brought back into balance and there will no requirement to use the Council's non earmarked general fund balances to meet the overspend.

- Children & Families are currently forecasting an overspend of £1,014k. The main factor is a Social Care overspend of £905k. There were placement pressures in 2011/12 which have continued into 2012/13. The spending pressure primarily relates to having to place a number of new Looked After Children with relatively complex needs in more expensive provision. For example 1 recent new additional residential school placement is costing an additional £180k per annum. Similarly the number placed with Independent Fostering Agencies has been above target for the first quarter although the latest position for June has moved to being on target. Measures to ensure the needs of clients are met in the best way while at the same time ensuring the placements represent the best value for money continue to aim to keep control of expenditure. In addition, savings from across Children and Families are being identified to reduce the forecast overspend as far as is possible and will be fed into the departmental monitoring position once they are more firmly identified. The Schools budget is currently forecast to overspend by £952k as SEN expenditure continues to cause budget pressures, which is a continuation of pressures from 2011/12 and previous years. Through the SEN One Council Project a great deal is being done to control future commitments, however the financial impact of this will take some time to feed through into reduced expenditure due to a large element of expenditure being linked to historic statements. The current forecast is also subject to further review once the final Dedicated Schools Grant allocation for 2012/13 has been announced by the DfE and a firmer forecast should be available at that point.
- For Adult Social Services there is a forecast overspend of £950k due to shortfalls in growth for transitions over the last two financial years. The responsibility for paying the cost of care transfers each year on 1st August from Children and Families for all young people aged 19. The majority of the transfers relate to learning disabilities and can require residential, homecare respite and day care services Work is on going to reduce this with compensating underspends in other areas of the budget being sought.
- Although Environment and Neighbourhood Services and Regeneration and Major Projects are forecasting a breakeven position there remain significant risks. In Environment it is around achieving the budgeted recycling and waste savings through the delivery of reduced tonnages. For Regeneration and Major Projects although £1.134m of growth has been provided in 2012/13 budget to cover additional costs in the temporary accommodation budget there remain concerns about the costs to housing benefit resulting from the changes to Local Housing Allowance caps.

4.2 The Council's capital budget position for Quarter 1 is as follows:

Item	Original Budget £000	Revised Budget £000	Forecast £000	Variance £000
Adult Social Services	1,184	2,084	2,084	0
Children & Families	0	0	0	0
Environment & Neighbourhood Services	7,535	10,367	10,367	0
Regeneration & Major Projects	165,952	196,911	196,911	0
Housing – General Fund	6,969	8,357	8,357	0
Housing - HRA	13,846	16,894	16,894	0
Finance & Corporate Services / Central Services	450	1,406	1,406	
Total Capital Programme	195,936	236,019	236,019	0

The Council's revised budget position 2012/13 reflects the inclusion of £40.083m of carry forwards reported in the Quarter 4 report for 2011/12. The Quarter 1 forecast is in line with revised budget position. So the Council's Capital Programme for 2012/13 remains in balance. Full details of the movements between the original budget and forecast are given in the attached Finance Appendix.

5.0 Financial implications

These are set out in the attached appendix.

6.0 Legal implications

The capital programme is agreed by Full Council as part of the annual budget process. Changes to or departures from the budget during the year (other than those by Full Council) can only be agreed in accordance with the Scheme of Transfers and Virements contained in the Council's Constitution. Any decisions the Executive wishes to take and any changes in policy which are not in accordance with the budget and are not covered by the Scheme of Transfers and Virements will need to be referred to Full Council.

The Director of Finance and Corporate Services is satisfied that the criteria in the scheme are satisfied in respect of virements and spending proposals in this report.

7.0 Diversity implications

This report has been subject to screening by officers and there are no direct diversity implications.

8.0 Contact officers

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PHIL NEWBY

Director of Strategy, Partnerships and
Improvement

CLIVE HEAPHY

Director of Finance and Corporate
Services

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