



Executive

Monday 17 February 2014 at 7.00 pm

Boardroom - Civic Centre, Engineers Way, Wembley,
HA9 0FJ

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
A Choudry	Lead Member for Crime Prevention and Public Safety
Crane	Lead Member for Regeneration and Major Projects
Denselow	Lead Member for Customers and Citizens
Hirani	Lead Member for Adults and Health
Mashari	Lead Member for Environment and Neighbourhoods
McLennan	Lead Member for Housing
J Moher	Lead Member for Highways and Transportation
Pavey	Lead Member for Children and Families

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

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minutes of this meeting have been published visit:

democracy.brent.gov.uk

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 - 10
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3	Matters arising	
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4	Petition - parking permits campaign	
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A petition has been received in the following terms:

“We believe that residents should be able to have the choice of what method they use for visitors’ permits and should not be forced to use the online system only.”

Lead petitioner: Joel Davidson.

Central Reports

5	2014/15 Budget and Council Tax	<i>Circulated separately</i>
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This report sets out the detail of the budget proposed for 2014/15 and how this has been developed as well as the medium term financial outlook. Members are principally concerned with setting the budget for 2014/15 at this stage, but to do so need to be mindful of the medium term position and of the inherent financial risks in delivering, as Brent does, a complex range of services to its 312,000 residents, spending over £1bn p.a. to achieve this.

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

Adult and Social Care reports

6 Market Position Statement (MPS)

11 - 28

Appendix 1 to this report is Brent's first Market Position Statement (MPS) for providers of Accommodation based care and support services. The purpose of developing this MPS is to signal our intention to share better, more transparent information with the market about our commissioning intentions; for the benefit of both current and potential providers of Accommodation based care and support services. The MPS is therefore written for current providers of Accommodation based care and support services (ABCSS) who operate locally and for potential providers considering entering the market in Brent in an attempt to grow diversity in available service provision locally. It will support better relationships between Commissioners and service providers, acting as a foundation for better engagement and partnership working. It encapsulates the 'Brent picture':

Ward Affected:
All Wards

Lead Member: Councillor Hirani
Contact Officer: Phil Porter, Strategic Director,
Adult Social Services
Tel: 020 8937 5937 phil.porter@brent.gov.uk

7 Mental Health Improvement Phase 2

29 - 40

This report sets out a summary of the phase 1 Mental Health Improvement Project and options for taking forward phase 2.

Ward Affected:
All Wards

Lead Member: Councillor Hirani
Contact Officer: Andrew Davies, Policy and
Performance
Tel: 020 8937 1609
andrew.davies@brent.gov.uk

8 Accommodation Services for People with Learning Disabilities

41 - 68

There are 3 properties within the Borough that are leased to 2 providers under 5 year lease arrangements (Appendix A sets out the detail). Two of the leases end on 22/02/16 and the other ends 03/03/2016. The leaseholders, are also the providers of the residential care service for 10 service users. In July 2013 the Corporate Assets Board agreed that all 3 leases be terminated and new leases be negotiated. This decision was made on the basis that the rental rate originally agreed by the PCT of a peppercorn is not a current fair market rental value. This report therefore requests approval to invite tenders in respect of care and support services and also in respect of tenancy management arrangements with associated leases as required by Contract Standing Orders 88 and 89.

Ward Affected:
All Wards

Lead Member: Councillor Hirani
Contact Officer: Phil Porter, Strategic Director,

Children and Families reports

9 Authority to invite tenders for semi-independent living accommodation and support 69 - 86

This report concerns the procurement of a block contract for supported accommodation for 16+ Looked After Children and Care Leavers aged 18+ for semi-independent living. This report requests approval to invite tenders in respect of a contract for Semi Independent Living as required by Contract Standing Orders 88 and 89 and requests approval to delegate authority to the Acting Director of Children and Families in consultation with the Director of Legal and Procurement and the Chief Finance Officer to award the contract.

Ward Affected:
All Wards

Lead Member: Councillor Pavey
Contact Officer: Graham Genoni, Operational
Director, Social Care
Tel: 020 8927 4091
graham.genoni@brent.gov.uk

Environment and Neighbourhood Services reports

10 Highways Asset Management Plan and Capital Schemes Programme 2014-16 87 - 142

This report sets out recommendations for how Brent's £3.55 million capital budget should be allocated during 2014/15 and 2015/16 through a prioritised programme of: Major and minor pavement upgrades; major road resurfacing; £preventative maintenance; and improvements to the public realm.

Ward Affected:
All Wards

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

Regeneration and Growth reports

11 Housing Revenue Account (HRA) Budget 2014-15 and rent increase proposals for council dwellings for 2014-15 143 - 168

This report presents to Members the Housing Revenue Account (HRA) forecast outturn for 2013/14 and the draft HRA budget for 2014/15 as required by the Local Government and Housing Act 1989. Members are required to consider these budget estimates and the associated options, taking account of the requirement to set an HRA budget that does not show a debit balance at year end, and in particular Members need to

consider and agree the level of HRA dwelling rents and service charges for 2014/15.

Ward Affected:
All Wards

Lead Member: Councillor McLennan
Contact Officer: Eamonn McCarroll, Strategic Finance
Tel: 020 8937 2468
eamonn.mccarroll@brent.gov.uk

12 School Expansion Programme – Portfolio Update

169 -
198

This report seeks approval for the approach and criteria for meeting the temporary school place need and seeks outline approval for a programme of projects to deliver the school places required for September 2014. Approval to start the procurement of a works contractor/s in line with the requirements of the programme is also requested. This report is presented to the Executive ahead of a revised strategy for school place planning which will be presented to the March meeting of Executive. This report therefore deals with immediate plans for meeting need in September 2014 rather than the overall strategy for school expansion.

Ward Affected:
All Wards

Lead Member: Councillors Crane and Pavey
Contact Officer: Sarah Chaudhry, Head of Strategic Property
Tel: 020 8937 1705
sarah.chaudhry@brent.gov.uk

13 Bridge Park

199 -
232

This report provides information regarding progress on the redevelopment of the Unisys and Bridge Park Community Leisure Centre (BPCLC) sites. It provides detail on the outcome of the public consultation undertaken at the request of the Executive to gain the public's preference on a number of facility options for the provision of a replacement leisure centre. The report also provides an update to Members on the current position on anticipated land receipt and Community Infrastructure Levy ("CIL") contributions. The June Executive report indicated that any of the four facility options could be funded from the land receipt and varying proportions of CIL. This paper looks in more detail at the risks associated with a 'subject to planning' deal and sets out the most likely land receipt and associated CIL payment, and details which leisure centre options are likely to be affordable.

Ward Affected:
Stonebridge

Lead Member: Councillors Crane and Mashari
Contact Officer: Sarah Chaudhry, Fred Eastman, Gerry Kiefer, Head of Strategic Property, Property and Projects, Head of Sports and Parks Service
Tel: 020 8937 1705, Tel: 020 8937 4220, Tel:

020 8937 3710 sarah.chaudhry@brent.gov.uk,
fred.eastman@brent.gov.uk,
gerry.kiefer@brent.gov.uk

14 Bio-fuel supplies for the civic centre CHP plant 233 -
238

This report concerns the procurement of bio-fuel supplies for the Civic Centre combined cooling, heat and power (CCHP) plant and requests approval to invite tenders in respect of bio-fuel supplies as required by Contract Standing Orders 88 and 89 and approval of the selection and award criteria.

Ward Affected:
All Wards

Lead Member: Councillor Crane
Contact Officer: Gordon Ludlow, Client
Facilities Management
Tel: 020 8937 5306 gordon.ludlow@brent.gov.uk

15 The leasehold disposal of 395 Chapter Road 239 -
266

This report details the marketing exercise undertaken for 395 Chapter Road and makes recommendations to the Executive in respect of the disposal.

Ward Affected:
Willesden
Green

Lead Member: Councillor Crane
Contact Officer: Sarah Chaudhry, Head of
Strategic Property
Tel: 020 8937 1705
sarah.chaudhry@brent.gov.uk

16 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.

17 Reference of item considered by Call in Overview and Scrutiny Committee - none

18 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:

Appendices:

- **Accommodation Services for People with Learning Disabilities**

- **The leasehold disposal of 395 Chapter Road**

(reports above refer)

Date of the next meeting: Monday 24 March 2014



- 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 on a first come, first served basis.

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LONDON BOROUGH OF BRENT

MINUTES OF THE EXECUTIVE Monday 13 January 2014 at 7.00 pm

PRESENT: Councillor Butt (Chair), Councillor R Moher (Vice-Chair) and Councillors A Choudry, Crane, Denselow, Hirani, McLennan, J Moher and Pavey

Also present: Councillors Chohan and S Choudhary

Apologies for absence were received from: Councillor Mashari

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

None made.

2. **Minutes of the previous meeting**

RESOLVED:

that the minutes of the previous meeting held on 12 December 2014 be approved as an accurate record of the meeting.

3. **Matters arising**

None.

4. **Order of business**

The Executive changed the order of business so as to take early in the meeting, the item for which members of the public were present.

5. **Deputations - proposal to permanently expand Princess Frederica School**

With the consent of the Executive, residents and parents of children attending Princess Frederica Primary School addressed the meeting expressing concern over proposals to permanently expand the school, following a statutory consultation, the outcome of which was reported in the report from the Acting Director of Children and Families and the Strategic Director of Regeneration and Growth. Whilst appreciating the shortage of school places in the borough it was submitted that Princess Frederica School was not appropriate for the proposed expansion given its location within a confined site, the density of the surrounding areas and lack of parental support for the plans. Other schools in the area with a wider footprint were considered more suitable for expansion.

Ms Anna Pascoe (parent) referred to the impact on the school and existing pupils during the development phase and felt that the position of these which included duration, effect on playground space and dining arrangements should be clarified prior to any agreement. She felt the quality of education would suffer and the school would lose its existing community spirit. Mr Karl Abeyasekera (parent) questioned the accuracy of the report and the extent to which the democratic process had been followed. Contrary to indications in the report, the school governing body had not agreed to the expansion but were awaiting information. He felt that the consultation was flawed and referred to what he considered to be double counting of the outside space, additionally, the completion date of pre-2015 was an underestimate.

Mr Rik Smith, speaking on behalf of Kensal Rise Residents Association and Ms Fiona Bell (local resident) expressed concern over the adverse impact on traffic in the area which was already congested. Access was limited and surrounding roads were already narrow and congested, in particular College and Purves Roads. He questioned the extent to which the new travel policy would be effective given the narrowness of pavements and absence of cycle storage and existing road layout. Mr Smith contributed that he understood the logic of expanding a good school but pointed to the adverse impact on outside play areas. Mr Smith stated that the Association had worked well with the council in the past and hoped this would continue however he could not support the plans as they currently stood. Ms Bell put that a traffic plan could not be effective as it would not be policed and would be ignored when people were in a hurry to get to work. She also felt that plans to widen the pavement would increase the traffic problems. Ms Sylvia Maxfield expressed concern over the impact of the building works on the learning environment and pupil behaviour.

The Executive then heard from the Chair of Governors, Andrew Moss who drew attention to the benefits of expansion in terms of new facilities for the school. He regretted that the proposals had proved to be so divisive and questioned the rationale behind the council's choice of schools for expansion. He concurred with views expressed earlier in the meeting regarding traffic congestion and crowded pavements and stressed the need for safe access to be identified without compromise. Mr Moss thanked council officers and members who had worked well with the school during the challenging process. Mr Moss also thanked the Diocese for its support. Mr Moss referred to the 93% who were against expansion out of 224 respondees and questioned whether they could speak for the whole community.

Ms Bunmi Bajela (parent) spoke in favour of the expansion and while acknowledging the disruption during the expansion, reminded it would be short-lived and was a normal part of an expansion process. The waiting list was growing and she reminded of the need to consider the needs of future children some of whom lived near the school but could not get a place. She stressed the need for the community to come together and for the views of the majority to be heard as well as the minority who already had places in the school. Ms Bajela paid tribute to the creativity of staff who were well placed to manage the change and reminded of the exciting plans and opportunities that would not be available without the expansion. The status quo was not an option.

The Chair (Leader of the Council) thanked presenters for their contributions.

6. **Determination proposal to permanently expand Princess Frederica CE Primary School by September 2014**

The report from the Acting Director of Children and Families and Strategic Director of Regeneration and Growth informed the Executive of the outcome of the statutory proposal to alter Princess Frederica Church of England Primary School through permanent expansion from September 2014 and recommended that it be approved.

In response to deputations earlier in the meeting, the Chair (Councillor Butt, Leader of the Council) stated that the council was in the middle of a school expansion programme, with £110M to be spent on primary schools. Children had a right to fair access to schooling and to aspire to be good, productive citizens. The expansion programme would continue and the council would work with governors and parents across the borough.

Councillor Pavey (Lead Member, Children and Families) referred to the council's duty to provide high quality school places and progress made, despite shortage of funding. He paid tribute to the campaigners and the high quality of responses to the consultation. He accepted the view that Princess Frederica School was situated on a constrained site, there were other schools in the vicinity that could be better placed and felt the council should pause and consider the justification for pursuing Princess Frederica at this time. Councillor Pavey proposed that the recommendations in the Directors' report should be rejected, the council should await the production of a new school places strategy and then take a strategic review of the position on school place provision.

Councillor Crane (Lead Member, Regeneration and Major Projects) spoke in support of proceeding with the expansion proposals as the report from the Directors made clear the proposals were in keeping with central government guidance, the school had a waiting list and was very popular. He reminded the Executive of the statutory obligation to provide school places and the need to bear in mind those parents that did not have a school place for their children. Councillor Crane questioned why Princess Frederica should be treated differently to any other school that had expanded many of whom had traffic problems and were in densely populated areas. The borough did not have alternative locations and, if approved, concerns raised would be dealt with as apart from the planning process.

Councillor A Choudry (Lead Member for Crime Prevention and Public Safety) and Councillor R Moher (Lead Member, Resources) emphasised the importance of the council making every effort to provide school places for children who were on the waiting list for schools in this and other areas. Councillor Denselow (Lead Member, Customers and Citizens) while acknowledging the need to provide school places, supported the rejection of the expansion proposals and for efforts to be made to bring the community together. The Chair referred to the many children who had to travel across the borough to schools due to the shortage of places. He stated that he had listened to all views carefully and regretted the anxiety felt by some parents. While acknowledging the significance of going against officer recommendations he supported the proposal put forward by Councillor Pavey to reject the expansion proposals, devise a new school places strategy and to work with community and bring forward a revised scheme. He thanked the school and the Diocese for their leadership and support of the original proposals.

RESOLVED:

- (i) that the permanent expansion of Princess Frederica C of E Primary School by one form of entry from September 2014 is not approved at this time on the grounds of the extent of the impact of the currently proposed scheme on play space at the school during construction pending the adoption by the Executive of a new School Places Strategy;
- (ii) that the hard work of school staff, the governing body of the school and the diocese in having worked with council officers on this challenging expansion scheme be recognised, assuring the school of the council's ongoing commitment to working in partnership;
- (iii) that a new School Places Strategy be developed in 2014 to provide a up-to-date and robust framework for school expansion decisions and that the expansion of the school be reconsidered in 2015 in the light of need and this new framework.

7. **Update on Public Health Contracts**

The report from the Acting Director of Social Services provided an update to the Executive report of 19 August 2013 on future arrangements for public health contracts that the council inherited from the NHS. It sought an exemption from Contract Standing Orders and extensions to current service provision in accordance with Contract Standing Order 84 (a) and the direct award of GUM (Genito-Urinary Medicine) services contracts.

Councillor Hirani (Lead Member, Adults and Health) stated that the WLA had expanded the potential for collaboration and improved efficiency. He outlined the services to be provided and where the contractual changes had taken place.

RESOLVED:

- (i) that the progress made in developing options for the future commissioning and procurement of public health services be noted;
- (ii) that approval be given to an exemption in accordance with Contract Standing Order 84(a) from the usual tendering requirements of Standing Orders to extend the existing Public Health services contracts inherited from the NHS for the contract periods set out in paragraph 8.1 of the report from the Acting Director of Social Services, on the basis of good operational and/or financial reasons as stated within that report;
- (iii) that it be noted that residential rehabilitation and inpatient detoxification for substance misuse were currently spot purchased and that these arrangements would continue while officers explore the possibility of collaboratively procuring through the WLA, as set out in paragraph 3.9 of the report;
- (iv) that authority be delegated to the Director of Public Health, in consultation with the Director of Legal and Procurement and Chief Finance Officer, to participate in the WLA negotiation of 2014/15 Genito-Urinary Medicine

("GUM") contracts and to award direct contract(s) to existing GUM health providers, on behalf of Brent Council, and to develop arrangements to support the collaborative management of these contracts, as set out in paragraph 4.6 of the report;

- (v) that the decision of Leaders' Committee London Councils, in consultation with the Director of Public Health, to fund pan London HIV prevention activity procured by Lambeth Council on behalf of all London boroughs, as set out in paragraph 4.11 of the report be noted;
- (vi) that authority be delegated to the Director of Public Health, in consultation with the Director of Legal and Procurement and the Chief Finance Officer, to establish, appoint and monitor a providers' list comprising GP practices, local community pharmacies, and potentially private sector providers, for the continued commissioning of community-based services (previously referred to as "Local Enhanced Services") as set out in paragraph 7.4 of the report.

8. Award of tender for Connexions Service

Councillor Pavey (Lead Member, Children and Families) introduced the report which requested authority to award a contract for the provision of education, employment, and training and careers Connexions services to the council as required by Contract Standing Order No 88. The report summarised the process undertaken in tendering the contract and, following the completion of the evaluation of the tenders, recommended to whom the contract should be awarded.

Councillor Pavey welcomed the report as a success story and referred to the role played by Connexions in the borough having a relatively low percentage of 16-18 year olds who were not in education, employment or training (NEET). Councillor Pavey stated that the tendering process was rigorous and Connexions had an established track record and would continue to give quality advice and guidance. He thanked Connexions for their work.

RESOLVED:

that the contract for the provision of education, employment, training and careers Connexions services be awarded to Prospects Services Limited for an initial contract period of three years from 1 April 2014 to 31 March 2017 with an option for the council to extend by any number of periods up to an aggregate of two years.

9. Tender award for Information Advice and Guidance in Children's Centres

The report from the Acting Director of Children and Families requested authority to award a contract for the provision of information, advice and guidance services for families of children attending children's centres in Brent aged 0-5 to the council as required by Contract Standing Order No 88. The report summarised the process undertaken in tendering this contract and, following the completion of the evaluation of the tenders, recommended to whom the contract should be awarded.

Councillor Pavey (Lead Member, Children and Families) referred to the valuable role played by children's centres as a play facility for children while offering advice to parents/carers. The contract price represented a small increase in funding which

would be absorbed within existing budgets. Councillor Pavey stated that while there had been only one tenderer, the usual processes had been followed.

RESOLVED:

that the contract for the provision of Information, Advice and Guidance for families of children attending children's centres in Brent aged 0-5 be awarded to the Citizens Advice Bureau (CAB) for the value of £354k (for the first two years at fixed prices for each year) for an initial contract period of three years from 1 April 2014 to 31 March 2017 with an option for the council to extend by any number of periods up to an aggregate of two years.

10. **Award of tenders for Speech and Language Therapies**

Councillor Pavey (Lead Member, Children and Families) introduced the report from the Acting Director of Children and Families which requested authority to award two individual contracts for the provision of Speech, Language and Therapy services ("SLT") for children's centres and mainstream education for the council as required by Contract Standing Order No 88. The report summarised the process undertaken in tendering these contracts and, following the completion of the evaluation of the tenders, recommended to whom the contracts should be awarded. It was noted that the new arrangements would yield savings.

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:

that the Executive award contracts for the provision of Speech and Language Therapy services to Central and North West London Health Trust (CNWL) for Children's Centres and to North West London Health Trust (NWLHT) for Mainstream Education for an initial contract period of two years from 1 April 2014 to 31 March 2016 with an option for the Council to extend for up to a further additional one year. The price for the first two years of the Children's Centres contract was £589k. The price for the first two years of the Mainstream Education contract was £656k.

11. **Authority to participate in a collaborative procurement for construction professional services**

The report before the Executive advised that Brent Housing Partnership (BHP) were currently tendering a framework with three lots for various construction professional services and had agreed that the council could participate in this exercise. Accordingly, the report from the Strategic Director of Regeneration and Growth requested approval, as required by Contract Standing Order 85, to participate in a collaborative procurement to set up a framework for construction professional services for use by the Department for Regeneration and Growth. The report also requested associated approvals and exemptions under Contract

Standing Orders to maximise the ease of use of the framework in view of the high number of possible call-offs for similar services over distinct projects. Councillor Crane (Lead Member, Regeneration and Major Projects) recommended the proposals to the Executive.

RESOLVED:

- (i) that approval be given to the Council participating in a collaborative procurement exercise being run by Brent Housing Partnership (BHP) which would lead to the establishment of a framework agreement for construction professional services, as listed in paragraph 3.4 of the report from the Strategic Director of Regeneration and Growth;
- (ii) that approval be given to the collaborative procurement exercise described in paragraph (i) above being exempted from the normal contract requirements of Brent's Contract Standing Orders in accordance with Contract Standing Orders 85(c) and 84(a) on the basis that there were good financial and operational reasons as set out in paragraphs 3.1 to 3.3 of the report, due to the procurement being conducted in accordance with BHP's contract standing orders instead;
- (iii) that approval be given for any call offs from the BHP framework that were the subject of the report and listed in paragraph 3.4 of the report from the Strategic Director of Regeneration and Growth to be exempt from the requirement in Contract Standing Order 86(d) to get confirmation prior to each proposed call off from the Director of Legal and Procurement that use of the framework was legally permissible.

12. **Burnt Oak, Colindale and The Hyde Placemaking Plan**

The Burnt Oak, Colindale and The Hyde Placemaking Plan set out a vision which aimed to maximise the opportunity associated with the area along Edgware Road (A5). The report from the Strategic Director Regeneration and Growth stated that the plan sought to guide and help catalyse development and investment and to shift the character of A5 away from that of a vehicular 'artery' towards that of a vibrant local high street through a suite of co-ordinated public realm interventions and urban design strategies to improve the area for new and existing residents, businesses and visitors.

Councillor Crane (Lead Member, Regeneration and Major Projects) recommended that the Plan be endorsed as a vision which could radically transform the area within the next 10-15 years, developed with input from the officers from Brent, Barnet, Harrow, Transport for London and the local community. It was noted that the plan had already been approved by the Planning Committee on 4 September 2013.

Councillor J Moher (Lead Member, Highways and Transportation and Ward Councillor, Fryent) drew members' attention to the area covered by the plan which, he felt, was frequently ignored. He commended the plan as an imaginative attempt to improve the area and, noting that its implementation would require funding, hoped this would be forthcoming in the future.

RESOLVED:

that the Burnt Oak, Colindale and The Hyde Placemaking Plan as a vision for the Burnt Oak, Colindale and The Hyde area as recommended by Brent Planning Committee be endorsed.

13. West London Waste Plan

Councillor Crane (Lead Member, Regeneration and Major Projects) presented revised draft of the proposed submission version of the Joint West London Waste Plan to be agreed for statutory public consultation across west London. The report from the Strategic Director, Regeneration and Growth asked the Executive to agree the Plan for publication and public consultation in March / April 2014 and, subject to representations made, ask Full Council to agree that it be submitted for examination. Councillor Crane reminded the Executive that discussions on the plan had been on-going since 2009 between the six boroughs involved. A number of changes had been made to the plan none of which directly affected the sites within the borough.

RESOLVED:

- (i) that approval be to the changes made to the draft West London Waste Plan detailed in the report from the Strategic Director of Regeneration and Growth including the policy wording changes and additional policy, as set out at Appendices 1 and 2, and the changes to safeguarded sites set out at Appendix 3, following the original approval to proceed with consultation in November 2011;
- (ii) that approval be given to the Proposed Submission Draft Joint West London Waste Plan for publication and public consultation in March / April 2014 and the recommendation to Full Council that, subject to representations made, it be submitted for Examination;
- (iii) that authority be delegated to the Strategic Director of Regeneration and Growth to make minor editing and textual changes to the Proposed Submission Draft of the West London Waste Plan after consultation with the other five London Boroughs involved;
- (iv) that approval be given to the Proposed Submission Draft of the West London Waste Plan as a material consideration for the determination of planning applications;
- (v) that approval be given to the timetable set out in paragraph 3.21 of the Director's report for publication as part of the council's Local Development Scheme.

14. NNDR Discretionary Rate Relief

The Council has the discretion to award rate relief to charities or non-profit making bodies. It also had the discretion to remit an individual National Non-Domestic Rate (NNDR) liability in whole or in part on the grounds of hardship. The award of relief was based on policy and criteria agreed by the Executive in September 2013. The

report from the Director of Regeneration and Growth detailed new applications for relief received since the Executive last considered such applications in September 2013 which Councillor R Moher (Lead Member, Resources) put forward for approval.

RESOLVED:

that the applications for discretionary rate relief detailed in Appendix 2 of the report from the Strategic Director of Regeneration and Growth be agreed.

15. London Councils Grants Scheme 2014/2015

The Chair (Councillor Butt, Leader of the Council) introduced the report which sought agreement to London Councils Grants Committee budget for 2014/15 and the associated level of contribution by Brent Council to the London Borough Grants Scheme. It recommended reinvesting the small one off payment to Brent from London Councils Grants Committee reserves to support work with CVS delivering further capacity building for the voluntary sector in Brent.

RESOLVED:

- (i) that the recommendations made by the London Councils Leaders Committee summarised in section 3 of the report from the Assistant Chief Executive noted;
- (ii) that approval be given to the recommended budget for the London Councils Grant Scheme and the contribution of £340,854 to be paid by the Council towards the London Boroughs Grants Scheme for 2014/15;
- (iii) that approval given to reinvest a total of £31,931 in work with CVS to deliver further capacity building for the voluntary sector in Brent. This is made up of the following:
 - (a) the small sum of £1,633, which is the difference between the proposed Brent Council contribution for 2014/2015 and that paid in 2013/14
 - (b) the one off payment of £30,298 from London Councils Grants Committee reserves.

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


None.

17. Any other urgent business

None.

The meeting ended at 8.15 pm

M BUTT
Chair

 <p>Brent</p>	<p>Executive 17 February 2014</p> <p>Report from the Strategic Director of Adult Social Services</p>
<p>Wards affected: ALL</p>	
<p>Adult Social Care - Market Position Statement 2014 'Care and Support Closer to home'</p>	

1.0 Summary

- 1.1 Appendix 1 to this report is Brent's first Market Position Statement (MPS) for providers of Accommodation based care and support services. The purpose of developing this MPS is to signal our intention to share better, more transparent information with the market about our commissioning intentions; for the benefit of both current and potential providers of Accommodation based care and support services
- 1.2 The MPS is therefore written for current providers of Accommodation based care and support services (ABCSS) who operate locally and for potential providers considering entering the market in Brent in an attempt to grow diversity in available service provision locally. It will support better relationships between Commissioners and service providers, acting as a foundation for better engagement and partnership working. It encapsulates the 'Brent picture':
- Current and predicted future demands on ABCSS locally.
 - A picture of current supply of ABCSS across Brent.
 - What our strategic vision is, our commissioning intentions and models of service delivery we want to encourage in the local marketplace.
- 1.3 The key messages we want to communicate to ABCSS providers through this MPS are:

- Brent is committed to supporting all local residents to stay at home for as long as possible or as close to home for as long as possible with excellent quality, flexible, personalised care and support.
 - Brent's overall use of 'traditional' Care home provision is declining in line with meeting people's needs better at home and using new models of care and support in the community. This has involved the development of more flexible models of ABCSS.
 - We aim to continue this direction of travel by supporting the continued development of more flexible models of ABCSS locally.
 - We want to continue to work collaboratively with the market to develop new solutions to meet the needs of Brent residents and we are actively encouraging providers to approach us with proposals for how together we can do things differently.
- 1.4 We have ambitious plans in Brent for re-balancing our utilisation of accommodation based care options, shifting progressively over the next three years towards increasing use of tenanted care models; investment in which is projected to rise by more than half in 2015-16, and a further three-quarters by 2016-17. At the same time, traditional pathways into residential and nursing care will be increasingly diverted into Accommodation Plus services. This plan will enable us to continue to provide high quality services to local people within our reduced budget

2.0 Recommendations

- 2.1 The Executive approve the MPS for publication
- 2.2 The Executive approve the development of a Market Development Plan, which will set out how we will deliver the aspirations of the MPS. It is proposed that this will be brought to Executive for approval in June 2014.

3.0 Background

- 3.1 Government policy sets out a future where private, 3rd sector and voluntary organisations must play a fundamental role in the development and delivery of services to meet local need and where local authorities take more of an enabling and place-shaping role, rather than just that of 'purchaser'. This coupled with the growth in numbers of people using Direct Payments and those that fund their own care, brings with it a need to develop further the commissioner/provider relationship in an already complex system of care and support. This is why it is important to make our vision and commissioning intentions clear and ensure we communicate these to the market as early as possible.
- 3.2 The new Care and Support Bill sets out a new duty for local authorities to promote the diversity, quality and sustainability of local care and support services. This duty includes a requirement to promote the efficient and effective operation of local services, ensure that people wishing to access local services have a variety of high quality services to choose from, and that individuals have sufficient information to make informed decisions about the services available. We need to ensure that we are aware of current and

likely future demand for services with a focus on the importance of fostering continuous improvement in the quality of services and the efficiency and effectiveness with which such services are provided and of encouraging innovation in local provision.

- 3.3 Brent Health and Wellbeing Board recently published its Health and Wellbeing Strategy 2012-2015 It is therefore crucial that these inform how we develop and work with the market locally to ensure that in building a diverse and quality market, we are supporting our overall vision of achieving improved health and wellbeing for all people in Brent and better care is delivered closer to home, at the right time, in the right place. The Strategy sets how we must move away from a situation where too many of our services are reactive, helping people only when things have gone wrong, often at great expense. Instead, supporting local people to live and work in safe, pleasant and resilient communities, to control their own lives and shape their own wellbeing.
- 3.4 The need to provide better, more flexible services locally to meet rising demand and increasing cost all in the context of significantly diminishing financial resources cannot be achieved in the long term by maintaining the current situation. A new vision for how the needs of local people will be met is required to respond to these challenges. This vision includes plans to continue to reduce the amount of residential and nursing care purchased by Brent, which will be achieved in part by stimulating the expansion of capacity in tenanted models of accommodation based care, including more flexible supported living and extra care provision locally.
- 3.5 At the heart of our MPS is the principle that services should be inherently responsive to individuals' needs and preferences. This is what we mean when we talk about 'personalisation'. This requires a shift away from traditional care home service provision towards a model that encourages flexible, personalised care with strong emphasis on individuals' outcomes and greater co-operation between services. We want to reduce dependency, support people to remain in their homes and in their communities for longer and help people to help themselves. To support better choice and control and deliver personalisation means people must be empowered to make choices about their health and social services and these are made clear to them, in all circumstances being equal partners in decisions about their health and social care, supported by a workforce that is competent and can support access to the right support and good advice and information and having access to a range of health and social care services available locally and nationally, To exercise real choice .
- 3.6 The MPS is the first step on a journey to ensure together we develop the right services to fully meet the needs of people as close to home as possible and to promote real choice for local people. Working with the market we will strive for continuous improvement by encouraging innovation and sharing best practice.
- 3.7 It is particularly significant now because our strategic direction has substantial implications for ABCSS providers locally and we want to ensure that the council, our commissioning colleagues in Health and providers are

putting time, effort and resources into the same priorities. It should serve as a firm foundation for Commissioners and Providers to develop more of a shared approach to delivering care and support. It is a developing model, demonstrating our commitment to improving this relationship.

4.0 Financial Implications

4.1 The aim of the MPS is to develop and stimulate the market for accommodation based care, reduce current reliance on residential and nursing care and facilitate the delivery of our statutory responsibilities. The MPS will aim to deliver additional savings through providing a more cost effective and sustainable service as the Council shifts from away from a traditional care home service to a model that encourages more personalised care. There are no direct financial implications of agreeing the MPS for publication and these will be fully explored once the market development plan has been developed.

5.0 Legal Implications

5.1 Any legal implications of delivering the aspirations of the MPS will be fully explored and understood when the Market development plan has been developed

6.0 Diversity Implications

6.1 An equalities impact assessment will be undertaken as part of the development of the Market Development Plan in accordance with the Equality Act 2010.

7.0 Staffing Implications

7.1 There are no direct implications for Council staff

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Strategic Director of Adult Social Services



Market Position Statement 2014

Adult Social Care

'Care and Support Closer to home'

Building a more diverse accommodation based care market in Brent to better meet the needs of local people ensure 'whole person care' and reduce over reliance on residential and nursing care

DRAFT

Introduction - Why a Market Position Statement?

Welcome to Brent's first Market Position Statement (MPS). The purpose of developing this MPS is to signal our intention to share better, more transparent information with the market; for the benefit of both current and potential providers. We believe that we can only provide the full range of services that people want and need by working more closely with the market to develop services to meet our local need.

Government policy sets out a future where private, 3rd sector and voluntary organisations must play a fundamental role in the development and delivery of services to meet local need and where local authorities take more of an enabling and place-shaping role, rather than just that of 'purchaser'. This coupled with the growth in numbers of people using Direct Payments and those that fund their own care, brings with it a need to develop further the commissioner/provider relationship in an already complex system of care and support. This is why it is important to make our vision and commissioning intentions clear and ensure we communicate these to the market as early as possible.

The new Care and Support Bill sets out a new duty for local authorities to promote the diversity, quality and sustainability of local care and support services. This duty includes a requirement to promote the efficient and effective operation of local services, ensure that people wishing to access local services have a variety of high quality services to choose from, and that individuals have sufficient information to make informed decisions about the services available. We need to ensure that we are aware of current and likely future demand for services with a focus on the importance of fostering continuous improvement in the quality of services and the efficiency and effectiveness with which such services are provided and of encouraging innovation in local provision.

This MPS is written for current providers of Accommodation based care and support services (ABCSS) who operate locally and for potential providers considering entering the market in Brent in an attempt to grow diversity in available service provision locally. It will support better relationships between Commissioners and service providers, acting as a foundation for better engagement and partnership working. It encapsulates the 'Brent picture':

- Current and predicted future demands on ABCSS locally.
- A picture of current supply of ABCSS across Brent.
- What our strategic vision is, our commissioning intentions and models of service delivery we want to encourage in the local marketplace.

At the heart of our MPS is the principle that services should be inherently responsive to individuals' needs and preferences. This is what we mean when we talk about 'personalisation'. This requires a shift away from traditional care home service provision towards a model that encourages flexible, personalised care with strong emphasis on individuals' outcomes and greater co-operation between services. We want to reduce dependency, support people to remain in their homes and in their communities for longer and help people to help themselves. To support better choice and control and deliver personalisation means people must be empowered to make choices about their health and social services and these are made clear to them, in all circumstances being equal partners in decisions about their health and social care, supported by a workforce that is competent and can support access to the right support and good advice and information and having access to a range of health and social care services available locally and nationally, to exercise real choice .

The MPS is the first step on a journey to ensure together we develop the right services to fully meet the needs of people as close to home as possible and to promote real choice for local people. Working with the market we will strive for continuous improvement by encouraging innovation and sharing best practice.

It is particularly significant now because our strategic direction has substantial implications for ABCSS providers locally and we want to ensure that the council, our commissioning colleagues in Health and providers are putting time, effort and resources into the same priorities. It should serve as a firm foundation for Commissioners and Providers to develop more of a shared approach to delivering care and support. It is a developing model, demonstrating our commitment to improving this relationship.

Brent Health and Wellbeing Board recently published its Health and Wellbeing Strategy 2012-2015 [\[INSERT LINK HERE\]](#). The Health and Wellbeing Board brings together the main public service organisations that have responsibility for improving the health and wellbeing of people who live in Brent, including representatives from Brent Borough Council.

Principles of the Health and Wellbeing Strategy:

- We will work together to deliver:
- Services and cultures which promote self care and personal responsibility
- A focus on disease prevention and health promotion
- Opportunities for individual and community empowerment
- A single point of contact for services users and a "joined up" approach between services which means every contact counts
- Safe, high quality services which respond to individuals
- An on-going dialogue with our communities, residents and patients

- Achieving more for less and making the very best use of resources

The priorities are:

- Giving every child the best start in life
- Helping vulnerable families
- Empowering communities to take better care of themselves
- Improving mental wellbeing throughout life
- Working together to support the most vulnerable adults in the community

It is therefore crucial that these inform how we develop and work with the market locally to ensure that in building a diverse and quality market, we are supporting our overall vision of achieving improved health and wellbeing for all people in Brent and better care is delivered closer to home, at the right time, in the right place. The Strategy sets how we must move away from a situation where too many of our services are reactive, helping people only when things have gone wrong, often at great expense. Instead, supporting local people to live and work in safe, pleasant and resilient communities, to control their own lives and shape their own wellbeing. This ambition requires radical transformation of services for the public across Brent – not just Adult Social Care.

The strategy is clear that people will need to take on much greater personal responsibility for their own wellbeing, making the right choices when these are open to them. At the same time, recognising those people who are vulnerable or at risk, so that we can focus on keeping people safe, prevention and early help for them. This will only be possible if we can shift resources currently used in intensive reactive services to invest in services that identify needs at the earliest possible stage and stop them getting worse.

We also need to put the need to change in a financial context; in recent years Local Authorities have had to make significant efficiency saving across all services due to steep reductions in funding from central government. In the 2013 Government Spending review it was announced that the Local Government resource budget will be reduced by a further 10% in 2015/16 (£2.1 billion) generating the need for Local authorities to make even more efficiency savings. In addition demographic and policy pressures including more older people, Higher levels of acuity and need, implementing the recommendations of the Dilnot report & changes in eligibility and access to services result in a need to shape service design on a more sustainable model of care and support.

The key messages we want to communicate to ABCSS providers through this MPS are:

- Brent is committed to supporting all local residents to stay at home for as long as possible or as close to home for as long as possible with excellent quality, flexible, personalised care and support.
- Brent's overall use of 'traditional' Care home provision is declining in line with meeting people's needs better at home and using new models of care and support in the community. This has involved the development of more flexible models of ABCSS.
- We aim to continue this direction of travel by supporting the continued development of more flexible models of ABCSS locally.
- We want to continue to work collaboratively with the market to develop new solutions to meet the needs of Brent residents and we are actively encouraging providers to approach us with proposals for how together we can do things differently.

Brent's vision for the future of Accommodation based care and support services

The need to provide better, more flexible services locally to meet rising demand and increasing cost all in the context of significantly diminishing financial resources cannot be achieved in the long term by maintaining the current situation. A new vision for how the needs of local people will be met is required to respond to these challenges. This vision includes plans to continue to reduce the amount of residential and nursing care purchased by Brent, which will be achieved in part by stimulating the expansion of capacity in tenanted models of accommodation based care, including more flexible supported living and extra care provision locally. The following four principles guide our thinking around how we develop models of ABCSS going forward:

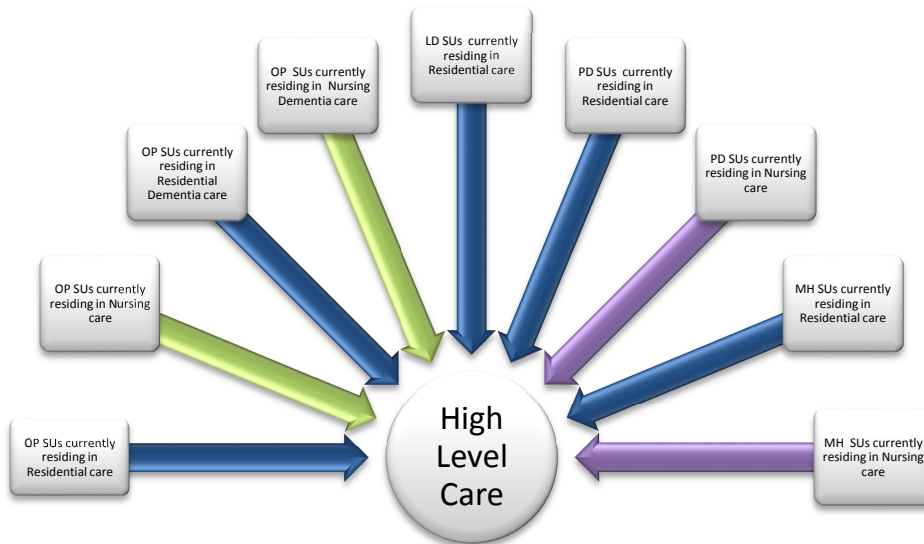
- **Principle 1:** Wherever possible we meet people's needs at home or as close to home as possible and we will build local capacity in the marketplace to achieve this
- **Principle 2:** We recognise that the needs of individuals may change over time, and we work with individuals receiving care and support to review the services they receive in line with these changes; which may mean a change in service provision to better meet their needs
- **Principle 3:** We work proactively with the market to ensure that services are always of an excellent quality and value for money is always achieved.
- **Principle 4:** For local people, who genuinely need residential or nursing care, we actively review and monitor the quality of these services, to ensure they are safe, personalised, and deliver excellent quality and good outcomes for individuals.

Rethinking models of care and support

In Brent, we want to revolutionise the way we talk about ABCSS. The need for personal care, nursing care or 24-hour support or supervision should not necessarily

warrant the need for residential or nursing care in every case. Figure 1.0 shows the historically relationship between current types of provision and high level need.

Figure 1.0: The relationship between current residential and nursing care placement types and The Level Care and support required

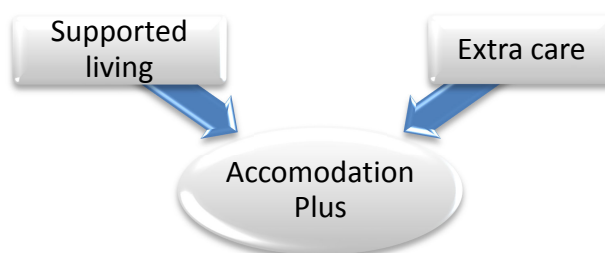


Key

	People will likely require a high level of care and support
	Most people will likely require a high level of care and support
	Most people will generally not require a high of care and support

In Brent, our vision is to increase provision of tenanted models of care and support to improve not only people’s individual outcomes and quality of life but also to achieve better value for money in the commissioning of ABCSS. We also want to start having a different kind of dialogue about tenanted models of care and support as well. The separate categories of ‘supported living’ and ‘extra care’ tend to create confusion, despite there being little difference in practice between what these service delivery models deliver. We want to talk instead about **Accommodation Plus models**, that is, accommodation plus a level of care and support sufficient to meet people’s individual needs, for people whose needs can no longer be met in their own home.

Figure 2.0: Replacing supported living and extra care placement types



Local demand for Accommodation based care and support services (ABCSS)

In line with national trends for use of adult social care provision, more than two-thirds of people that use local accommodation based care and support services are under the age of 65 are male, and over half of those over 65 are female.

Estimates of the local prevalence of long-term conditions and older people in need of accommodation based care and support paint a familiar picture. As shown below, the demand locally for care and support services is predicted to increase substantially over the next six years (Table 1.0).

Table 1.0 Projected local increases in prevalence of ASC service user groups

Care group prevalence in Brent	Projected increase by 2020	Number of new individuals in each category
Aged 25-64 with a moderate or severe learning disability	8.5%	536
Aged 25-64 with a severe physical disability	4.4%	331
Aged 25-64 with two or more psychiatric disorders	2.2%	252
Aged 65 and over who are living in a care home	30.5%	2061

However, looking at our trends over the last two years, Utilisation of both residential (Figure 4.0) and nursing care (Figure 5.0) has steadily declined across all groups during this period, dropping by 12 per cent and 3 per cent respectively. The exception to this overall trend lies in demand for dementia-specific accommodation based care and support services, which has increased (38 per cent) during the same period.

Figure 4.0 Three-year trend in utilisation of residential care by care group

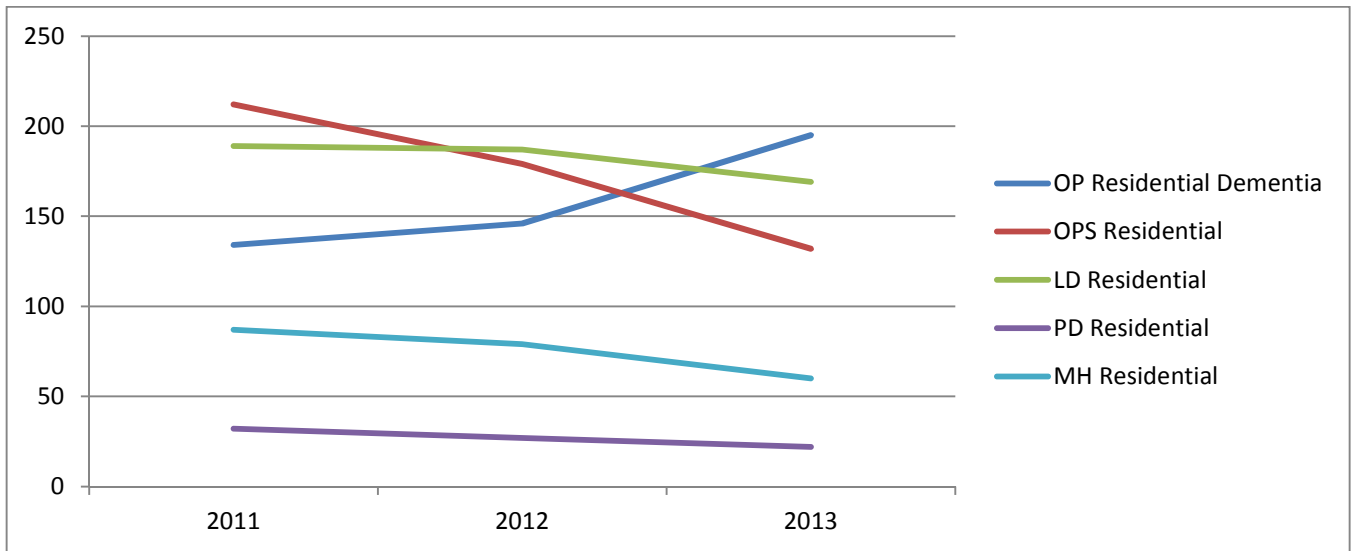
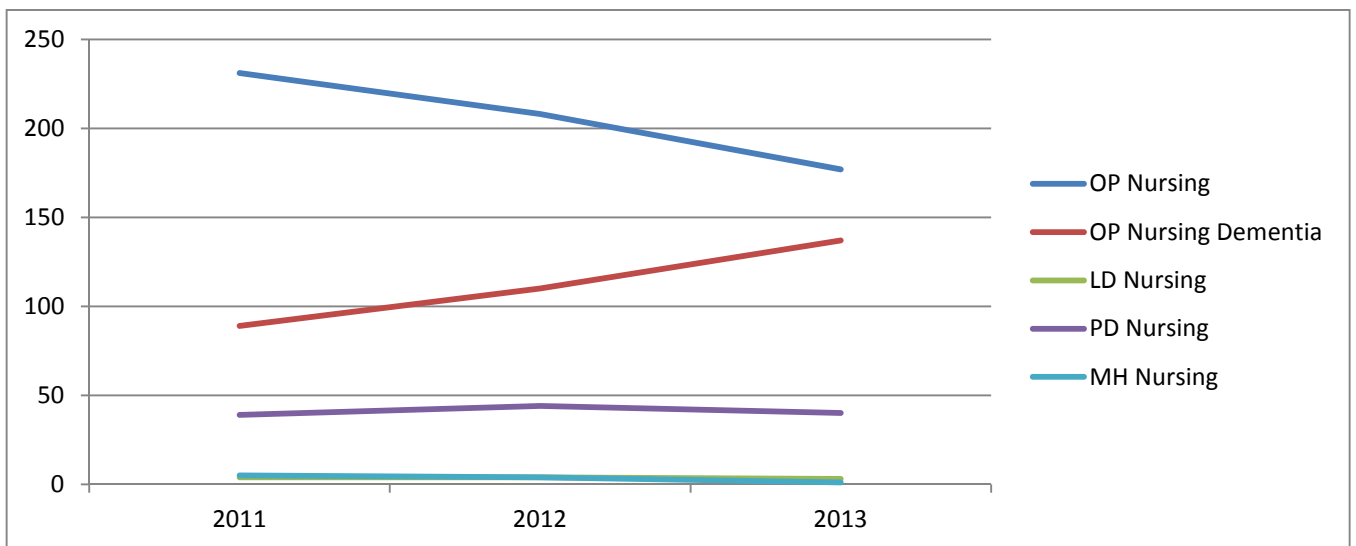


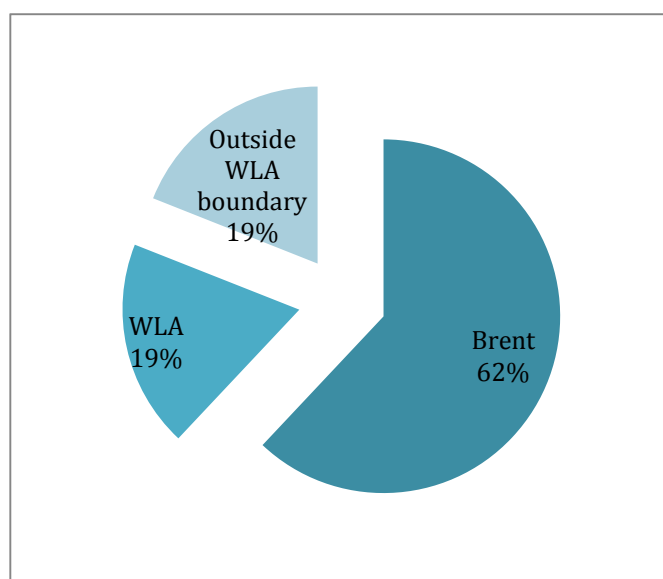
Figure 5.0 Three-year trend in utilisation of nursing care by care group



As shown in Figure 7.0, nearly two-thirds of Care home placements are made within the Brent borough boundary, and a further 19 per cent are made within the west London sub-regional boroughs of which Brent is part (Hillingdon, Harrow, Hounslow, Ealing, and Barnet). This is consistent with our aim to provide care to its residents locally wherever possible. This overall breakdown, however, masks important differences across groups. For example, 26 per cent of people with learning disabilities and 38 per cent of people with mental health conditions are placed

beyond the sub-regional boundary. Whilst there may be good reasons on a case by case basis for such placements to be made, (e.g. being close to family), such placements should be exceptional and efforts to bring local people back to Brent where this is agreed to be in their best interest needs to continue.

Figure 7.0 Location of residential and nursing care placements 2012-13



There are 1287 residential and nursing care beds within Brent. This capacity is concentrated along the southern borough boundary (72 per cent), with a smaller cluster of units along the northern borough boundary (28 per cent). Significantly, only 40 per cent of these beds were used by the council within the last financial year. Reliable accurate data on local self-funder prevalence is difficult to obtain, but if we apply national estimates produced by the Institute of Public Care¹, around 45 per cent (579 beds) of the remaining capacity is likely used by self-funders¹. This leaves around 15 per cent (193 beds) that is either unused, or used by other authorities.

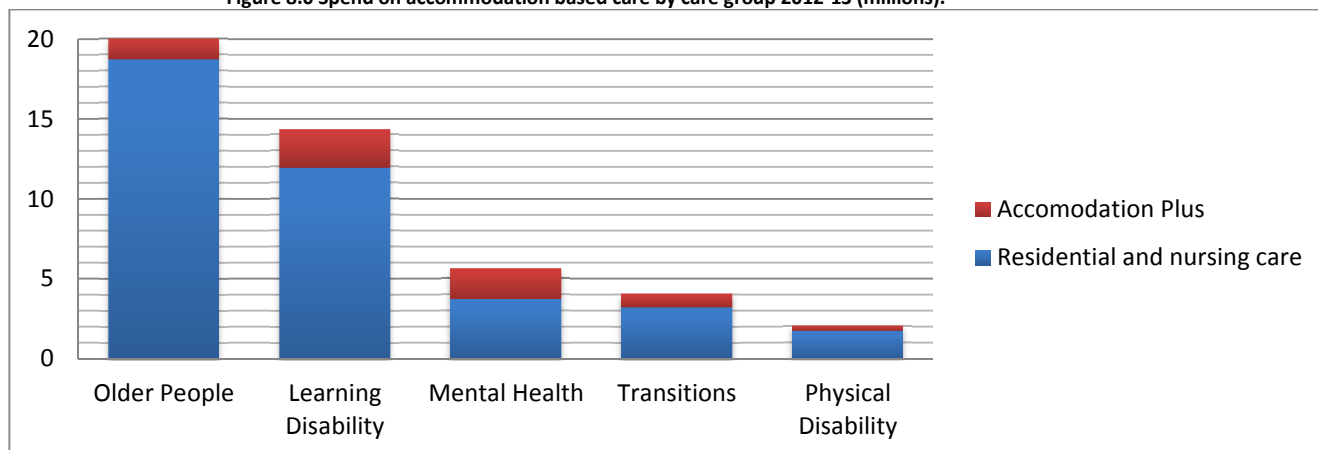
The local capacity that isn't being used by the council represents an opportunity for the market on two fronts. Firstly, for those adult social care service users who have been assessed as in genuine need of residential or nursing care, we want to increase the degree to which those placements are made locally, and we would welcome a dialogue with local care home providers seeking to increase the proportion of their capacity that is utilised locally. Secondly, we want to actively stimulate the development of additional local 'accommodation plus' capacity (supported living and extra care), and some of the residential and/or nursing care capacity may be suitable for de-registration and conversion into a tenanted care and support service model. Again we would welcome dialogue with local providers interested in remodelling their service offer along these lines.

¹ *People who pay for care: quantitative and qualitative analysis of self-funders in the social care market, Institute of Public Care (2011).*

Investment in accommodation based care

Last year, the council spent £39.2 million on residential and nursing care, and £6.8 million on tenanted models of care. Figure 8.0 shows how this expenditure is split across groups. The graph illustrates the extent to which the provision of ABCSS is dependent on the residential and nursing care service models, and the impact that this reliance has on the cost of care for older people and people with learning disabilities in particular.

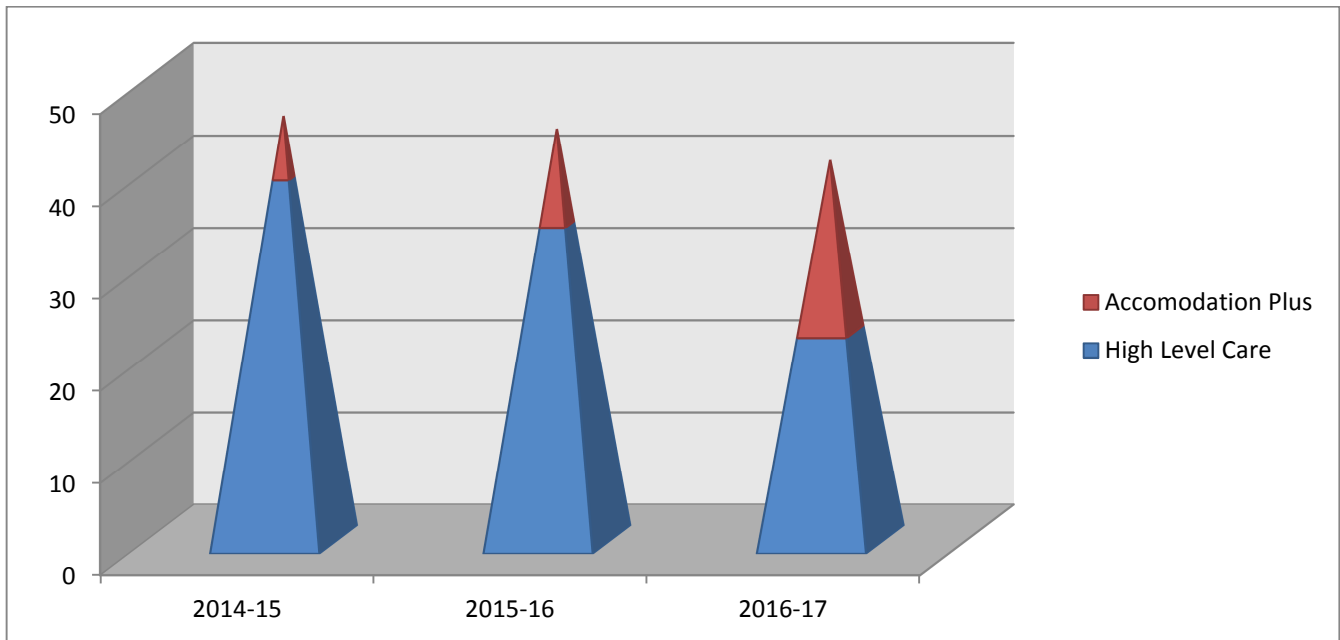
Figure 8.0 Spend on accommodation based care by care group 2012-13 (millions).



Plans for reducing reliance on residential and nursing care

We have ambitious plans in Brent for re-balancing our utilisation of accommodation based care options, shifting progressively over the next three years towards increasing use of tenanted care models; investment in which is projected to rise by more than half in 2015-16, and a further three-quarters by 2016-17. At the same time, traditional pathways into residential and nursing care will be increasingly diverted into Accommodation Plus services. This plan will enable us to continue to provide high quality services to local people within our reduced budget.

Figure 9.0 Re-balancing expenditure across High Level Care and Accommodation Plus over three years (millions)



What have we already done?

We are already well on our way to achieving this vision. One housing developer is currently in the process of developing 40 units of Accommodation Plus capacity, which will include shared facilities for tenants, carers, and visitors including a hairdressers', carer's restroom, an activity room, buggy store, and laundry. This Development is due to complete in January 2015. A further 99 units of Accommodation Plus capacity are being developed by a Housing Association in Brent, which is due to complete in March 2015. Together, these two initiatives will enable 139 local older people to be supported to live more independently than they would otherwise be able to within a care home.

What next?

By March 2016, we need a further 200 units of Accommodation Plus capacity to be developed in Brent. We envisage this capacity being split across groups as per the table below:

Table 3.0 Required Accommodation Plus capacity by group

Client Group	Accommodation Plus Capacity Units Needed
Learning Disabilities	62
Older People	93
Mental Health	22
Physical disability	22
Total	200

For people with learning disabilities, we predict needing a further 4 to 6 Developments for the provision of 10 to 15 tenants. For people with mental health conditions and physical disabilities we predict needing 2 Developments for the provision of 10-12 tenants. For these groups, developments larger than this tend to

raise concerns and issues regarding service quality, whilst Developments smaller than this usually struggle to deliver an efficient operating model for people with complex needs.

For older people, we predict the need for one more large Development for the provision of approximately 90 tenants, or two Developments of approximately 45. The care and support provided within these Developments will need to be able to meet the needs of people with dementia given the increasing diagnosis and prevalence of people with this condition amongst our local population. We will also be working with our commissioning colleagues in the Brent CCG (Clinical Commissioning Group) to develop a model for these services that includes the deployment of district nursing within the community, to increase the degree to which they will be appropriate to support people with a low level of nursing need.

People who use ABCSS regularly tell us about the importance and benefits of shared space within shared living settings to enable them to build and maintain their social networks and reduce the risk of social isolation; essential in supporting people to maintain and improve their quality of life, independence and better outcomes. Therefore all new Developments within the Brent must include provision of an appropriate level of shared space in order to gain the support of the council.

The opportunity

The council cannot achieve this ambition in isolation. We must work in partnership with providers to realise this vision, and we would encourage approaches from any of the following segments of the market:

1. Organisations interested in working with the council to develop and provide new local Accommodation Plus Developments
2. Local providers of residential and/or nursing care interested in de-registration/ conversion to an Accommodation Plus service model
3. Local providers of residential and/or nursing care who want to increase the proportion of beds purchased by the council
4. Local providers of residential and/or nursing care who want to know more about what the plans outlined in this MPS might mean for their organisation

Contact us at commissioning.adults@brent.gov.uk to find out more today.

What next and what can you expect from us?

Whilst we want to encourage approaches from current and prospective providers who are interested in working with us to develop new models of ABCSS. We want to take a planned approach to how we develop and stimulate the marketplace in this area as a result of developing this MPS.

Therefore we will be producing a Market development plan to help us achieve the aspirations we have set on in this MPS; to develop the models of ABCSS and full engage providers in this.

This MPS is the first we have produced and we are committed to developing this model going forward to communicate more clearly to the market place about our commissioning intentions and how we want to engage providers in the marketplace to work with us to better meet the needs of the people of Brent.

Engaging effectively with both the marketplace and people that use services will be crucial in developing the right models locally. Our approach to this will be set out in our Market development plan and will involve specific events to bring people together.



**Executive
17 February 2014**

**Report from the Strategic Director of
Adult Social Services**

Wards Affected:
ALL

Adults' Mental Health Service Improvement – Phase 2 Options

1. Summary

- 1.1 This report sets out a summary of the phase 1 Mental Health Improvement Project and options for taking forward phase 2.

2. Recommendations

- 2.1 Executive is recommended –
- 2.2 To note the results of phase 1 of the Mental Health Improvement Project
- 2.3 To agree that the Council continues to deliver its adult mental health social care responsibilities in partnership with Central and North-West London NHS Foundation Trust (CNWL) in 2014/15.
- 2.4 To agree that officers will not implement the decision taken in April 2013, to progress with the procurement of mental health services by way of a competitive dialogue process.
- 2.5 To note that any proposed future procurement or partnership arrangement for the provision of mental health services for adults will return to the Executive for approval.
- 2.6 To approve a continuation of the transformation work in 2014-15, building on integrated commissioning by working in collaboration with the Brent Clinical Commission Group (CCG), with the aim of moving to a whole person approach to mental health services in 2015/16 in partnership with Brent CCG and CNWL.
- 2.7 To enter into a short term section 75 agreement with CNWL, to cover the 12 month period from 1st April 2014 to end of March 2015, while work takes place on developing integrated commissioning arrangements with the CCG.
- 2.8 To approve an exemption from the usual requirements of Contract Standing Orders to carry out a tendering process in relation to High Value contracts, to allow the award of the section 75 agreement referred to in paragraph 2.6, for the good operational reasons set out in paragraph 3.17 and 3.26 of the report.

3. Report

3.1 Phase 1 – Mental Health Improvement Project

3.2 Brent Council spends approximately £7m per year on adult mental health services provided by Central and North West London NHS Foundation Trust (CNWL). The service forms a critical element of the Council's approach to fulfilling its duties under the NHS and Community Care Act 1990 and the Mental Health Act 1983. The service comprises a number of different functions including assessment, brief treatment, care co-ordination, early intervention, assertive outreach, acute, community, and residential care for people with mental health conditions. Brent council staff are integrated into CNWL teams, working alongside other mental health professionals providing integrated mental health and social care services.

3.3 In April 2013 Executive approved plans to progress with a procurement of mental health services by way of a competitive dialogue process for the re-provision of local adult social care mental health services subject to the outcome of community consultation and appropriate market research and testing. There were a number of reasons why this decision was taken –

- There were concerns about the degree to which the service has become medicalised, process-oriented, and insufficiently focused on individual outcomes.
- The need to improve the service's approach to covering the Approved Mental Health Professional (AMHP) function.
- The desire to implement a Recovery Model i.e. place recovery at the heart of local mental health services, increase the degree to which services are preventative and oriented towards the achievement of social outcomes.
- To ensure that the Council's investment in these services is delivering value for money and good outcomes for service users within its resource envelope.

3.4 Before the Executive's decision was implemented, and following representations by CNWL it was agreed that Adult Social Care (ASC) and CNWL would jointly put in place an improvement project for the service provided by CNWL, focussed on five work streams, to determine whether changes could be made to the service to meet the council's ambitions for mental health service provision. The project ran from August 2013 until the end of January 2014. The work streams were:

Work stream 1: Residential Care and Panel Processes

- Implement a recovery pathway which supported people to live independently, thereby reducing by 15 the number of services users in residential care
- Redesign the panel approval process to improve decision making and improve standards of assessment and care planning.
- Increasing alternative options via commissioning (re-aligning the commissioning function which have in the past been split across CNWL and the Council)

Work stream 2: Review of S117/aftercare procedures:

- Carry out a thorough review of service users currently subject to S117 and receiving a funded package of care, and to implement S117 discharge procedures for those service users who no longer need aftercare as defined by the Mental Health Act.

Work stream 3: Review of all Mental Health Act activity:

- Set up robust system of reporting on all Mental Health Act activity, and specifically looking at the use of Community Treatment Orders and guardianship to ensure practice is delivering the least restrictive option.
- To provide assurance that Approved Mental Health Professionals (AMHPs) are effectively using the least restrictive alternative and applying the law correctly.
- To review the level of AMHP provision in the borough and conduct a detailed options appraisal on the deployment of AMHPs within the borough.

Work stream 4: Review of the Employment, Welfare and Support Team

- Conduct a detailed options appraisal on the future of the Employment, Welfare and Support Team to understand the degree to which the team is supporting people to be independent.

Work stream 5: Improving the reporting framework:

- Set up a robust financial and performance reporting framework, which will ensure that monthly reports are consistent and the historical data does not change from one period to the next.

3.5 Although a final evaluation of the project and closure report needs to be written, the consensus amongst officers is that the project has been a success. The working relationship between the council and CNWL has improved significantly and benefited from the investment of resources in the five work streams. It should also be noted that the input of the CCG has been important to ensure the health perspective to this project is clear and that developments between the council and CNWL are shared with health sector commissioners. Improvements have been demonstrated in a number of areas.

3.6 Project Outcomes

3.7 **Residential Care and Panel Processes** – After a comprehensive assessment and support planning process, eleven service users have been supported to move from residential care to supported or independent accommodation during the project. The number of residential placements at the start of August was 59. The number at the end of December was 50. This is a net reduction of nine due to two moves into residential care during the course of the project. It is expected that by the end of January there will be 47 service users in residential care. By the end of March it is likely there will be as few as 40 service users in residential care, depending on the speed with which supported accommodation units become available. Work will continue to ensure a further reduction in residential placements throughout 2014/15, because this is to the benefit of service users who will continue their recovery supported in the community, and it will reduce costs for the council.

3.8 Through closer working between the Council's director of Adult Social Care, ASC Commissioning, Housing and CNWL staff, new accommodation options have been opened up to CNWL care coordinators, including the use of social housing and private sector accommodation. The importance of step down from residential care, and a culture of supporting service users to become less dependent on services has been reaffirmed and CNWL and the council have demonstrated a willingness to work in partnership to embrace this challenge and work with service users and carers at different stages in their recovery to ensure they are in the least restrictive environment and have the support to regain their independence.

3.9 As well as improving step down processes, the number of new residential care placements has reduced. Between April and August 2013, nine service users moved

into residential care. Since August the number of residential care approvals is two. This is partly because the Funding Panel, which approves placements, has taken a different approach with requests for residential placements (challenging allocated workers to support people to live in the community, rather than defaulting to institutional care), but mainly because care co-ordinators are already seeking alternatives before requesting a residential placement. The change in working practice is starting to take hold and this is being seen in places like Funding Panel.

- 3.10 Panel processes have also been redesigned to better fit the council's aim to implement the Recovery Model, improve accountability and clarity around decision making and make it clearer to care coordinators what is expected of them in terms of assessment and identifying needs. There will be one panel which will consider all social care cases, and review placements on a regular basis – all new placements will be reviewed within three months to ensure that the service user is moving towards recovery. Cases where there are joint funding implications for the CCG will be passed to a joint panel with council and CCG representation. New arrangements will be implemented from April 2014.
- 3.11 **Section 117** – There is a duty under section 117 of the Mental Health Act to provide free aftercare services to certain patients who have been detained under the Mental Health Act until the council and CCG agree that the service user no longer needs it. However, a practice of not reviewing and discharging from Section 117 is in place in Brent and across the country, which inhibits supporting people to move back to full independence away from statutory services. Progress on discharge or variation of s117 services hasn't been as advanced as hoped at the beginning of the project. However, this needs to be seen in context. Despite slow progress with this work stream Brent is leading the way in London in attempting to address s117. No borough appears to have a set procedure for s117 discharge and Brent has put in place the changes to working practice that should enable progress on this beyond the life of the project, including agreeing jointly with Brent CCG a discharge policy. The actual process of discharge involves complex liaison between care coordinators, psychiatrists, service users, families and carers. Care coordinators and psychiatrists have to agree that it is in the service user's interests to vary or discharge s117.
- 3.12 **Mental Health Act** - Approved Mental Health Professionals (AMHPs) are responsible for Mental Health Act assessments, when it is considered that someone needs to receive assessment or treatment in hospital for serious mental disorder. It is the AMHP's duty, when two medical recommendations have been made, to decide whether or not to make an application for the detention of the person who has been assessed. This is a local authority responsibility, carried out by AMHPs who work for the council, but who are based with CNWL. There had been concerns about consistency of service and difficulties implementing the AMHP back up rota. A service improvement plan for the AMHP service has been completed (and jointly agreed) and the recommendations will be implemented up to April 2014, which will resolve the identified issues.
- 3.13 **Employment and Welfare Support Team** - An options appraisal for the Employment and Welfare Support Services provided by CNWL has been carried out and a decision is to be made as to whether the recommended changes are implemented. The options appraisal has identified ways the council can reduce duplication of activity, deliver savings and increase care coordinators focus on personalisation.
- 3.14 **Reporting Framework** - Performance and finance information is improved, in terms of accuracy and relevance to service performance. Performance information is more

consistent, and isn't being retrospectively updated month to month. The Section 75 meetings provide a monthly forum where service performance issues are picked up and challenged. There are robust finance monitoring meetings in place, where service managers are held to account on spending and budget forecasting.

- 3.15 More generally, the project has helped to identify that there are significant issues with the quality of core assessments of service users' needs, which has an impact throughout subsequent delivery of mental health services. The importance of good quality assessment can't be overstated, as the core assessment forms the basis of the care plan and ultimately the services received by service users. Getting this wrong at the start can have implications which can take some time to work through and can be significant.
- 3.16 Additionally, the project has opened up other issues connected to the relationship between CNWL and the council, and in particular which organisation is responsible for which part of the service. Previous Section 75 and monitoring arrangements were focused on assessment and care management services only, which were the responsibility of CNWL. The project has confirmed that there wasn't clarity around commissioning arrangements – this is a common issue which has also been identified as part of the London Mental Health Section 75 project. The council has largely been taking responsibility for commissioning without working closely with CNWL, and CNWL using a panel process to place service users in the services that exist rather than challenging ASC commissioners to provide what is required. However, in working through the residential moves work stream, there needs to be greater clarity about the role of commissioners (currently in ASC) and care coordinators (some of whom are Council care management staff seconded to CNWL) and closer working to ensure the Council has secured the availability of the services and support the service users need, rather than simply what currently exists.
- 3.17 Given the project will deliver many of the outcomes and changes hoped for when it was established, the question for the local authority is how it takes forward its relationship with CNWL and whether the Executive decision from April 2013 needs to be revisited. On the basis of the evidence from the phase 1 project (that the council and CNWL are able to work together to deliver agreed outcomes) officers recommend to the Executive that the decision to go out to competitive dialogue to re-procure the service isn't implemented and instead a different approach to mental health improvement is put in place. Further detail of the three different options considered before recommending this approach are set out in paragraph 3.26.

3.18 Phase 2 – Mental Health Improvement

- 3.19 It is important to consider the critical success factors the council wants to achieve going forward into phase 2 of this project. Firstly, the progress that has been made on a recovery pathway, which put service users, their individual outcomes and independence at the heart of practice, has been significant. In Phase 2 we would want to build on this, working even more closely with service users and carers to redesign services to meet these objectives.
- 3.20 Secondly, it is crucial that however the service is redesigned there needs to be clearer managerial accountability in the borough – local must be sovereign and borough management must take precedence over service line management. CNWL's service line structure doesn't always assist with this goal and it is something the council feels needs to be addressed.

- 3.21 Thirdly, there needs to be greater clarity around roles and responsibilities within teams and how the council is able to influence the operation of staff in an integrated service. This is best illustrated using a training example – the council can instruct its own staff to attend assessment training or s17 training, but can't require all care coordinators to attend as not all are employed by the council. One concern this creates is that CNWL health staff are fulfilling social care functions on the local authority's (LA) behalf, but they are not trained to the LA standard. Clarity around roles and responsibilities would help to resolve these types of issues. Joint commissioning between health and social care is one way of doing this.
- 3.22 Finally, ASC staff working within CNWL by secondment work to a different model to ASC staff in the Council's ASC department. ASC seconded staff are both care coordinators (assessors and care planning) and service providers (delivering what is called professional support, directing services in a non-quantifiable way to their customers). The council's approach to social care is focused on social work staff providing assessment and care planning, and then commissioning other organisations to deliver services, so that the services and support delivered are quantifiable and there are clear review periods. The Council believes that this approach could be replicated for mental health services, and would reduce costs and improve outcomes by giving services users access to a wider range of services and support.
- 3.23 From the outset of the phase 1 Mental Health Improvement project it was clear that a phase 2 would be required. The phase 1 project was limited in time and scope, and both the council and CNWL are committed to further service improvement and the implementation of the Recovery Model. Funding is a significant issue that will need to be addressed in phase 2. The mental health service has previously had an overspend of approximately £1m per year. Although steps have been taken to reduce this, an underlying overspend persists. The Council needs reassurance that the social care mental health service is clearly focused on its priorities and is delivering value for money in line with those priorities. Changes to services are inevitable, but there is a belief among partners that those changes can be transformational to meet the demands of service users and the financial pressures the council faces.
- 3.24 As a result of joint working, the overspend stood at £0.377m at the end of month 9, which is a significant reduction on where it has been, and is part of an ongoing downward trend (see table below). This has been achieved despite the trend for additional placements in the period up to the start of the project. The project has ensured a shift away from using residential placements and had a significant impact in terms of cost avoidance.

Mental Health	2013-14
Overspend at beginning of 2013-14	£996,467
Savings achieved to date	-£820,232
Additional cost pressures identified during the year	£363,337
Forecast position month 9	£376,961

3.25 There is also work which will continue to be delivered through to the end of the year with the expectation of further reducing this overspend, particularly the ongoing focus on reducing residential placements. Phase 2 will be a fundamental redesign of services, but Phase 1 has already identified some key areas on which to build.

3.26 In taking forward phase 2 there are three ways that the council could take forward phase 2 with CNWL and the CCG. In summary they are:

1. Redesign Mental Health Social Care

The council and CNWL could design a phase 2 project on the same basis as Phase 1: focused on social care, but maintaining CCG involvement. Within this option there are three broad approaches to improvement –

- A straight procurement, using the competitive dialogue approach or a more traditional tender process.
- A joint re-design project which leads to a new Section 75 agreement between the council and CNWL
- Bring social care staff back into the council and manage them directly.

The phase 1 project was established to show that the council and CNWL could work together in partnership to deliver improve the services we commission and provide, and deliver some discrete outcomes – in this regard it can be considered a success. Procuring with a different provider, as originally agreed, would not be in the borough's best interests because of the potential disruption for service users and the loss of transformational work that has already taken place. There would be significant challenges in re-procuring a service of this nature because of the lack of alternative providers in the market. It would lead to fragmentation between services because the CCG has no plans to change provider, and goes against the principles of integration which are central to national health and social care policy and Brent's successful Pioneer Bid. Additionally, health and social care integration is a local priority in the Health and Wellbeing Strategy. Partnership working is a better way to deliver closer integration with the CCG and improving mental health services in the borough. In short, this option is not recommended to the Executive.

2. Redesign Mental Health Social Care and Secondary Mental Health Services

The council, CCG and CNWL could re-design and commission existing mental health services together using an agreed methodology and commissioning framework. Despite the teams and job roles at CNWL being fully integrated, commissioning of mental health services is separate at the moment – the council commissions mental health social care, the CCG commissions the secondary health components of mental health services.

In choosing this option the likelihood is that the council and CCG would focus on the current services rather than commissioning new services. Arguably this would be a service improvement project rather than service transformation. However, the potential to achieve improvements is considerable as well as deliver budget reductions. For example, staff would have one set of demands from health and social care, rather than aligned, but separate demands that they face currently. An integrated work force plan could be put in place to deliver a jointly commissioned service to deliver agreed outcomes. Joint

commissioning is also likely to be supported by CNWL, which would benefit from a single approach to mental health commissioning in Brent.

3. Whole Person Care (Primary Care, Community Care, Secondary Mental Health Services, Social Care and Public Health)

It is known that mental health service users are often non-compliant with treatment that has been put in place for their physical health needs. Diabetes care is a common example in North West London. Non-compliance with treatment, combined with long term needs that are a consequence of medication to treat mental illness, has led to a 25 year gap in life expectancy between those receiving secondary mental health services and those that aren't. This is unacceptable, but it is a problem that persists.

A whole person care approach would give the council, CCG and providers an opportunity to really tackle this issue. A system could be established, using capitated budgets, that makes one organisation responsible for all health and social care needs for people with a severe and enduring mental illness. The combination of providers that may be working with a service user – GP, mental health trust, social services authority, acute provider, private provider, community health provider etc., is confusing for the service user and the organisations involved. Whilst there are working relationships, no one organisation is responsible for the totality of the care that the individual receives. As a result, problems persist, service users disengage and a vicious circle is created where the health problems of the individual are getting worse, whilst the solutions being put in place to help them are ever more complex.

An approach, building on the successful North West London Whole System Integrated Care Programme, which the council and CCG are a part of, could be used to transform the care provided for those with mental health needs. This work requires participating organisations to choose areas of focus and priorities for integration. Mental health is on a long list of initial ideas, but could be worked up in more detail and put forward as an Early Adopter in this programme.

This option gives the council and CCG a significant opportunity to look beyond mental health services, and improve the physical health of mental health service users, capitate health and social care budgets for people who have a severe and enduring mental illness. An integrated care approach could help to develop a new and innovative service that offers greatest scope and potential for service transformation and budget savings and make most difference to peoples' lives.

This approach would be the most complicated to deliver and contains the most risk, but it does have the potential to provide the greatest rewards. It needs to be acknowledged that the biggest risk would be for the CCG, as a much greater portion of health budgets (not only the current secondary mental health budgets, but also primary and acute budgets) would be required to make this work. However, the opportunity to make one organisation accountable for the well being of a person with mental health needs is an exciting one and would be ground breaking nationally. It also ties in with the borough's health and wellbeing strategy, particularly the ambitions to improve mental wellbeing throughout life and working together to support the most vulnerable adults in the community. The latter priority is centred on health and social care integration.

- 3.27 All of these approaches have their benefits, and all could lead to service improvement and budget reductions. The scope to have a significant impact on

individual lives, tackle enduring health inequalities and realise efficiencies is significantly greater for option 3 than options 1 and 2, but the level of risk is higher (especially for the CCG as their budget for Mental Health services is much larger than the Council's) and deliverability more complicated. But, health and social care integration is the accepted way for forward to transform services and the success of the Pioneer bid and the subsequent development of the Wholes Systems for Integrated Care programme, gives Brent an opportunity to bring about transformational change to mental health services, assuming a project can be scoped that it is acceptable to the council, and CCG. This is a prime opportunity to make a transformational change to services and one that the council is keen to embrace.

- 3.28 Commissioners and providers (the council, Brent CCG and CNWL) are committed to work with service users and carers to deliver service transformation through integration of commissioning and delivery of mental health services. However, it is recommended that this is done in a phased approach based on options 2 and 3 set out above. The Executive is recommended to approve that the council continues to deliver its mental health social care responsibilities in partnership with CNWL, but that in 2014/15 it works in collaboration with Brent CCG to jointly commission mental health and social care services in Brent. In 2015/16, assuming a joint commissioning framework has been agreed and implemented it is recommended that the work is developed around the whole person care approach, set out in option 3, which will bring benefits to the mental and physical health of service users.
- 3.29 In approaching improvement and transformation this way, the council and partners can build on the achievements from phase 1 of the project, in particular the increased focus on the Recovery Model, and deliver a service which is absolutely focused on the promoting independence and delivers an individually tailored approach to supporting people to achieve the outcomes that enable them to regain their independence. The work that has started to support people to move from institutional care, to supported living to general needs housing will continue. as this is a fundamental part of the recovery pathway, in that service users are living in placements in the community which is better for them than being housed in a residential unit. Implementation of the recovery pathway will be at the heart of phase 2 and will guide the council's approach to integrated commissioning and whole person care.
- 3.30 Because of the phased nature of this work, and the transformational nature of these projects, it is recommended that a progress report is presented to the Executive in July 2014 to update members. An update report will include details that need to be agreed with the CCG and CNWL on how an integrated commissioning project should look, including the areas of focus for integrated commissioning, the practicalities and timescales for implementation and the agreed outcomes that all sides will be looking for from this project. Whilst all sides have given a commitment to this work, the details do need to be agreed. However, the project outcomes and key success factors outlined above set out some of the areas the council could seek to address.
- 3.31 There are implications with not progressing with the Executive's original decision to retender for mental health social care services, using a competitive dialogue process. In working in partnership with the CCG and CNWL on a plan to integrate commissioning in line with integrated delivery, the council is not required to retender for this service. Setting up a partnership arrangement is recognised within Contract Standing Orders and members are able to agree not to pursue a competitive dialogue. However, it is important that there are clearly identified benefits from

entering into a partnership arrangement, as proposed. Many of the benefits are already set out in the report, but in summary they are:

- To minimise disruption to service users
- The opportunity to build on the transformational work already undertaken
- It is in pursuance of duties imposed on local authorities to work in partnership with health bodies in their area
- Partnership working is a better way to deliver closer integration with the CCG
- There is a lack of alternative providers in the market, and potentially disproportionate costs for another provider(s) to set up in Brent
- The decision not to tender will be reviewed at regular intervals

3.32 In order to ensure that the existing arrangement with CNWL is on a firm legal footing, it is recommended that a section 75 agreement is agreed with them for a relatively short period, e.g. 12 months and will include further joint working and close monitoring of service improvement whilst the re-commissioning work takes place. By agreeing to a short term section 75 agreement, both parties have the reassurance that they are committed to working together in partnership and that they will progress the integrated commissioning and ultimately whole systems approach as set out in this paper.

3.33 Conclusions

3.34 The Mental Health Improvement Project that the council and CNWL have set up has demonstrated on a small scale what can be achieved if organisations are prepared to work collaboratively on service improvement. What has been clear to the council, Brent CCG and CNWL is that the phase 1 project is just the beginning of a much more comprehensive piece of work to transform and improve services, and inevitably, look for greater budget savings from the service. How the second phase of work is taken forward will be crucial in determining the extent of the improvements and savings that can be made.

3.35 The Whole Systems Integrated Care programme approach, whilst still in development, provides an opportunity for the council, CCG and CNWL to do something innovative around mental health service improvement, focussing not only on mental health but the physical health of service users as well. However, to take this forward the council, CCG and CNWL have to agree that this is the approach they wish to take. The council and CNWL believe that a second phase is needed based on joint commissioning of mental health services, and that in addition the current service provision by CNWL is under-pinned by a one-year section 75 agreement pending more scoping work with the Brent CCG.

4. Legal Implications

4.1 The Council has a statutory obligation to complete assessments and put in place appropriate community care services for those with mental health needs in their area. The Council must also ensure that there are sufficient Approved Mental Health Professionals (AMHPs) to conduct assessments under the Mental Health Act 1983. Under the Care Bill currently going through Parliament it is intended that the Local Authority will have a duty to exercise its functions with a view to promoting integration of health and social care provision where this will improve quality of care and support and promote the well-being of individuals in their area (s3 Care Bill). The aims set out within this report of phase two should enable the Council to better achieve these aspirations, all the more so should they become law.

- 4.2 Presently CNWL are commissioned to provide services on behalf of the council in line with a memorandum of understanding. This is not a formal agreement under section 75 of the National Health Service Act 2006 and regulations made thereunder, however it would count as an arrangement made in pursuance of that section. Section 75 allows local authorities and health bodies to enter into various arrangements, including pooled budgets and partnership arrangements, if these are likely to lead to an improvement in the way that the respective functions of those bodies are exercised. Under Contract Standing Order 85, partnership arrangements require the use of a written agreement as well as approval from the Chief Finance Officer. In addition, partnership arrangements of this type require Executive approval, because there is a delegation of the Council's functions to CNWL, and here the Executive are being asked to approve a one year section 75 agreement to document the current service. Phase 2 of the improvement project will require consideration of the basis for any new s75 agreement if it is intended that CNWL or an alternative external service provider conduct assessments and commission services on behalf of the Council.
- 4.3 Where a partnership arrangement is approved under Contract Standing Orders and the arrangement includes the delivery of services by the health body, then an exemption from Contract Standing Orders, relating to the usual requirement to tender such services, is required. As indicated in the recommendation, such an exemption can only be granted where there are good financial / operational reasons for doing so.
- 4.4 There are no legal implications flowing from the recommendation not to implement last year's decision about carrying out a procurement exercise by way of competitive dialogue, as the procurement did not commence.

5. Finance Implications

- 5.1 Brent Council spends approximately £7m per year on adult mental health services provided by Central and North West London NHS Foundation Trust (CNWL). The service forms a critical element of the Council's approach to fulfilling its duties under the NHS and Community Care Act 1990 and the Mental Health Act 1983.
- 5.2 The mental health service has previously had an overspend of approximately £1m per year. Phase 1 of the project put forward an efficiency programme that set out to reduce the overspend. As a result of joint working, the overspend stood at £0.377m at the end of December 2013, which is a significant reduction on where it has been, and is part of an ongoing downward trend (see table below). This has been achieved despite the trend for additional placements in the period up to the start of the project. The project has ensured a shift away from using residential placements and has had a significant impact in terms of cost avoidance.

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Forecast position Dec 2013	£376,961

- 5.3 Phase 2 will build on this work through a stronger focus on reducing residential placements as well as a fundamental redesign of the service. The recommended option is for a 'whole person' care approach that makes one organisation responsible for all health and social care needs for people with a severe and enduring mental illness. An integrated care approach could help to develop a new and innovative service that offers greatest scope and potential for service transformation and budget savings and make the most difference to peoples' lives. Because of the phased nature of this work, and the transformational nature of these projects, it is recommended that a progress report is presented to the Executive in July 2014 to update members and clearly set out the financial implications of this option. An update report will also include details that need to be agreed with the CCG and CNWL on how an integrated commissioning project should look, including the areas of focus for integrated commissioning, the practicalities and timescales for implementation and the agreed outcomes that all sides will be looking for from this project.
- 5.4 Any additional costs incurred in a 12 month extension of the Section 75 agreement with CNWL to 31/03/2015 will be met from existing budgets, specifically from the full year effect of savings made in 2013/14.

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Executive
17 February 2014

**Report from the Strategic Director of
Adult Social Services**

Wards affected: ALL

Accommodation Services for people with Learning Disabilities

Appendix A is Not for Publication

1.0 Summary

- 1.1 There are 3 properties within the Borough that are leased to 2 providers under 5 year lease arrangements (Appendix A sets out the detail). Two of the leases end on 22/02/16 and the other ends 03/03/2016. The leaseholders, are also the providers of the residential care service for 10 service users.
- 1.2 In July 2013 the Corporate Assets Board agreed that all 3 leases be terminated and new leases be negotiated. This decision was made on the basis that the rental rate originally agreed by the PCT of a peppercorn is not a current fair market rental value.
- 1.3 This decision to terminate presents an opportunity for the Council, in line with the objectives in the draft Market Position Statement, to:
 - a) commence a procurement to establish new lease agreements that have appropriate market rental terms associated with appropriate management arrangements, and, in parallel;
 - b) procure new on site care and support service agreements that deliver a Supported Living model of care, which maximises independence, in line with CQC guidelines.
- 1.4 This report therefore requests approval to invite tenders in respect of care and support services and also in respect of tenancy management arrangements with associated leases as required by Contract Standing Orders 88 and 89.

2.0 Recommendations

- 2.1 The Executive give approval to the pre - tender considerations and the criteria to be used to evaluate tenders in respect of tenancy management arrangements with associated leases for the 3 properties located in Beechcroft Gardens, Kinch Grove and Manor Drive as set out in paragraph 6.1 of the report.
- 2.2 The Executive to give approval to officers to invite tenders in respect of tenancy management arrangements with associated leases and evaluate them in accordance with the approved evaluation criteria referred to in 2.1 above.
- 2.3 The Executive to give approval to the pre - tender considerations and the criteria to be used to evaluate tenders for on site care and support services at th 3 properties located in Beechcroft Gardens, Kinch Grove and Manor Drive as set out in paragraph 6.1 of the report.
- 2.4 The Executive to give approval to officers to invite tenders in respect of on site care and support services at the 3 properties located in Beechcroft Gardens, Kinch Grove and Manor Drive and evaluate them in accordance with the approved evaluation criteria referred to in 2.3 above.

3.0 Background

- 3.1 The changes proposed in this report are part of a wider strategy, outlined in the Council's draft Market Position Statement 'Care and support Closer to Home' to create a more diverse accommodation based care and support market. The aim is to ensure that the council is able to meet people's individual needs in the least restrictive environment, reducing the reliance on institutional care – residential and nursing care.
- 3.2 Residential and Nursing care is one of Adult Social Care's largest areas of spend, accounting for £39 million spend last year. It is expensive care option, and research also strongly suggests that Residential care often encourages dependence.
- 3.3 Supported Living provides service users with a tenancy, their own front door (self contained living environment) and encourages a different model of care and support which is focused on maximising the independence, choice and control individual service users have and, therefore, improving their quality of life.
- 3.4 Of the 3 properties referenced within this report, the property located in Manor Drive already has Supported Living status, and the 2 other properties are currently residential homes with proposals to convert them to Supported Living status. In order to deliver the new model of care and support, the residential homes would need to be de-registered with the Care Qulaity Commission (CQC). The new care and support provider would still need to be registered with the CQC, but not as a residential care provider. Throughout the de-registration process, the council would ensure that all activities are safe, ethical, professional and in line with the

following CQC criteria.

- 3.5 Whilst the proposed de-registration is taking place, two separate procurements will operate for tenancy management arrangements (with related leases) and for on site care and support services. The separation of accommodation and the provision of the care and support will be clearly defined within the tendering documentation. This is fundamental to the de-registration process.

4.0 The services (current and future)

- 4.1 Currently, Voyage Ltd. is the care provider at Kinch Grove. Over the forthcoming months it is proposed that the property will be de-registered and moved to Supported Living status for services to be provided to 4 service users. This may involve works on the property, some of which would be required even if the property was to remain a residential care home. If works were required, it may be necessary for the service users to move to different accommodation for a short period. The current cost of this service for 4 service users is £292,000 per annum whilst future lease revenue is estimated as £14,000 per annum.
- 4.3 Dimensions (ADP) Ltd. is the care provider at Manor Drive and Beechcroft Gardens. The former is already supported living accommodation, which for the 3 service users costs £104,000 per annum. Beechcroft Gardens is a residential care home. The cost for the service, for 3 service users, is £110,000 per annum. Each property is forecast to be leased out at £14,000 per annum. If Beechcroft Gardens is de-registered and becomes Supported Living, then minor works to the property may be necessary.
- 4.4 Subject to the approval of the recommendations of this report, leases for all 3 properties will be procured to include tenancy management arrangements and to secure fair market rates over a 10 year term. This 10 year term (with a 5 year break clause) is the standard suggested by property services. It is anticipated that service users will occupy the properties by way of a licence or an Assured Short hold Tenancy.
- 4.5 The future care services will be let under the Supported Living model where providers will need to give service users the opportunity to live as independently as possible. At the tender stage bidders will need to demonstrate throughout their proposals how they will achieve this outcome whilst ensuring that service users feel safe in the knowledge that care or support is close at hand to meet their needs. The eventual contract will be for 5 years to coincide with the break clause for the leases and to provide the Council with an option to review the market which is constantly evolving.
- 4.6 It is proposed to procure separate lots for each of the 3 properties for both care and support services and management arrangements, leading to the possible appointment of different providers for each lot.

5.0 Service User Consultation and Impact

- 5.1 The council has undertaken comprehensive reviews with all 10 service users. These reviews involved family and carers where appropriate and representatives from the current service providers. The outcome of these reviews has shown that all 10 service users needs can be met in Supported Living accommodation, and that there are a range of opportunities to maximise their independence and quality of life that would be achieved by changing the service model.
- 5.2 In addition, the service users, their families and/or advocates were also invited to a consultation meeting about the proposed changes, which extended to a briefing on the tendering plans.
- 5.2 The consultations for Beechcroft Gardens and Manor Drive have been positive and the feedback from families, their advocates and/or service users was supportive of the changes while recognising the need for close communication and working through the period of change
- 5.3 There has also been a consultation at Kinch Grove. The feedback here was less supportive. The family members of three service users were more anxious about the change to Supported Living as they are happy with the current provider and the current model, but they were open to the changes as long as we continue to work closely with them and ensure there is no adverse impact on the service users. However, one service user's family has continued to raise significant concerns about the change to a supported living model. All of the families raised concerns about people having to move as they have lived there together for 20 years. As the reviews have shown all the current service users' needs can be met in supported living accommodation, so there would be no need for any of the current service users to move - unless they chose to. However, as outlined above there is a chance that the change to supported living would require some works to the property and it may be necessary for a short term move to allow this work to happen.
- 5.4 The families have been reassured that the intention is to use these changes to identify additional opportunities, through the new model of care and support, to focus on the service users individual needs, to maximise independence and improve their quality of life. However, given the varied feedback and desire for more information, further Kinch Grove consultation meetings will take place to work through the detail of the planned change and address the concerns raised.
- 5.5 As the changes take place and are implemented the service users will also be supported as follows:
- The Council will ensure that it works very closely to develop transitional plans. If a temporary move is required, then these plans will best match the service users

to local and similar facilities. If additional support is required, then this will also be available

- When moving into the supported living accommodation, support plans will also be reviewed to ensure they are tailored to individual need in the new service.

5.6 It is important to recognise that the new model of care and support (Supported Living) is designed to improve equality of opportunity between persons who share a relevant protected characteristic and others who do not share it by integrating the service users in to the community as opposed to confined to institutionalised model i.e. residential care. The detailed Equalities Impact Assessment (Appendix B) expands upon the consultation and the impact the proposed changes will have to the service users.

6.0 Pre tender considerations

6.1 In accordance with Contract Standing Orders 89 and 90, pre-tender considerations have been set out below for the approval of the Executive.

Ref.	Requirement	Response
(i)	The nature of the service.	Provision of: a) tenancy management arrangements with associated leases for 3 properties, located at Kinch Grove, Manor Drive and Beechcroft Gardens. b) on site care and support service arrangements for the 3 properties located at Kinch Grove, Manor Drive and Beechcroft Gardens.
(ii)	The future estimated value of the contract	a) The contract value for the 3 tenancy management arrangements is together estimated as £50,000 over 10 years. The lease element is revenue to the council estimated as £420,000 over 10 years. b) The 3 care and support services arrangements have together an estimated value of £2,530,000 across all 3 properties.
(iii)	The contract term	a) The tenancy management arrangements with associated leases will be for a 10 year period. b) The care and support services contract(s) will be let for a 5 year period.

(iv)	The tender procedure to be adopted.	<p>a) The tenancy management arrangements with associated leases will be procured through a one stage or open tender process in accordance with the Council's Standing Orders.</p> <p>b) The care and support services arrangements will be procured through a two stage or restricted tender process in accordance with the Council's Standing Orders.</p>	
(v)	The procurement timetable	<p>a) Tenancy management arrangements with associated leases (open tender)</p> <p>Indicative dates are:</p> <ul style="list-style-type: none"> • Adverts placed • Deadline for Expressions of Interest • Issue Invitation to Tender (ITT) • Deadline for tender submissions • Panel evaluation complete <p>Operational Director Property and Projects agree any outstanding market rental leasing terms with bidders</p> <ul style="list-style-type: none"> • Final leaseholder(s) selection • Report recommending Contract award circulated internally for comment 	<p>28th Feb 2014</p> <p>21st April 2014</p> <p>28 Feb to 21st April 2014</p> <p>22nd April 2014</p> <p>May 2014</p> <p>May 2014</p> <p>July 2014</p> <p>September</p>

		<ul style="list-style-type: none"> Executive approval to award contracts New contract() commence <p>b) Care and support services contract(s) (Restricted tender)</p> <p>Indicative dates are:</p> <ul style="list-style-type: none"> Adverts placed Deadline for Expressions of Interest Pre Qualification Questionnaires received Issue Invitation to Tender (ITT) Deadline for tender submissions Panel evaluation complete Report recommending Contract award circulated internally for comment Executive approval to award contracts New contract() commence 	<p>2014</p> <p>October 2014</p> <p>28th Feb 2014</p> <p>31st March 2014</p> <p>7th April 2014</p> <p>28th April 2014</p> <p>30th May 2014</p> <p>June 2014</p> <p>July 2014</p> <p>September 2014</p> <p>October 2014</p>
(vi)	The evaluation criteria and process	The procurement process for the tenancy management arrangements with associated leases and the care services arrangements will both be evaluated in accordance with the Council's Contract Procurement and Management Guidelines. The actual process will differ given the different tendering	

		<p>approach adopted for the two procurements but Stage 1 for both will require bidders to meet the Council's financial standing requirements, technical capacity and technical expertise.</p> <p>For Stage 2, the panel will evaluate the tenders against <u>Quality and Price criteria</u></p> <p>For both procurements, Tenders will be evaluated on the basis of the most economically advantageous tender and the contract awarded using the following criteria</p> <p>1. Quality: Quality will consist of 40% of the evaluation weightings. The quality assessment will be evaluated using a range of criteria:</p> <p>a) The tenancy management arrangements with associated leases</p> <ul style="list-style-type: none"> • Approach to managing the property in line with lease. • Handling of overall property maintenance including day to day repairs and cyclical repairs. • How occupancy agreements will be managed including rent payments from tenants and/or their appointees. • Approach to working with external on site care providers. <p>b) The care and support services arrangements</p> <ul style="list-style-type: none"> • How experience in delivering similar services will be applied to the Service. • How the Service will be operated to lead to improved personal independence • How out of hours services will be delivered. • Staffing – skills, qualifications and experience and structure in order to meet the needs of those with LD/PD requirements • How the Service will be operated to achieve delivery of outcomes
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		<ul style="list-style-type: none"> • How policies and procedures regarding equality and human rights will be applied specifically to this group of service users. • How the Safeguarding policy will be implemented specifically to this group of service users. <p>2. Price will consist of 60% of the evaluation weightings.</p>
(vii)	Any business risks associated with entering the contract	The lease holders may fail to adequately maintain the premises which may result in a potential breach of a maintenance obligation in the lease. Save as detailed elsewhere in the report, no other specific business risks are considered to be associated with agreeing the recommendations in this report.
(viii)	The Council's Best Value duties	The evaluation criteria are based on a model where cost and quality will be distributed to ensure that provider(s) are selected on best value. The tendering documentation will also specify how the agreements will be managed to ensure on-going delivery of the outcomes.
(ix)	Any staffing implications	See section 10.0 below
(x)	The relevant financial, legal and other considerations	See section 7.0 and 8.0 below

6.2 The Executive is asked to approve these proposals as set out in the recommendations and in accordance with Standing Order 89.

7.0 Financial Implications

7.1 The current annual care costs for each of the three properties are broken down as follows:

Kinch Grove - cost for 4 clients is £292,000

Manor Drive - cost for 3 clients is £104,000

Beechcroft Gardens - cost for 2 clients is £110,000

7.2 The future care services for these three properties are proposed to be let under the Supported Living model, which is more cost effective and gives service users the opportunity to live as independently as possible. Moving individuals to different care schemes may release savings, however as they are case dependent they can only be quantified once support plans have been reviewed and transitional arrangements agreed.

- 7.3 The future estimated annual value of the contract is made up of £506,000 of care costs, shown in paragraph 7.1, £5,000 tenancy management costs and lease income of £14,000. All expenditure is currently funded from existing budgets.
- 7.4 Any refurbishment costs incurred in changing the status of the property from a residential home to a supported living arrangement will be the new provider's responsibility. The costs for these works will be requested through the tender process and factored into the evaluation of their bids.

8.0 Legal Implications

- 8.1 The care and support services contracts are Part B services for the purposes of the Public Contracts Regulations 2006 ("EU Regulations"), and are thus only subject to partial application of the EU Regulations to include requirements in relation to technical specifications and the need to publish a Contract Award Notice. The tenancy management arrangements are valued at less than the EU Regulations threshold for services contracts and thus the EU Regulations do not apply to this procurement.
- 8.2 The estimated single and combined value the future care and support services contracts are (including possible extensions) in excess of £250k. As such the contracts are High Value Contracts for the purposes of council's Contract Standing Orders and Financial Regulations and thus Executive approval is required to invite tenders and to evaluate tenders for the contract. The contracts for tenancy management are in fact Low Value Contracts for the purposes of council's Contract Standing Orders and Financial Regulations and thus Executive approval is not strictly required to invite tenders and to evaluate tenders for the contract although Members do have authority to grant such approval.
- 8.3 Once the tendering process is undertaken, Officers will report back to the Executive in accordance with Contract Standing Orders explaining the process undertaken in tendering the contract and recommending award.
- 8.4 In the present case, a number of contractors are currently providing elements of the service being procured. As a result, the Transfer of Employment (Protection of Employment) Regulations 2006 ("TUPE") may apply if the contract is awarded to a new contractor where immediately before the change of contractor, there is an organised grouping of employees situated in Great Britain which has as its principal purpose the carrying out of the activities concerned on behalf of the Council and where the employees are assigned to that organised grouping. Subject to the right of the employee to object to transferring, the employee's contract of employment will transfer to new contractor.
- 8.5 The Care Homes Act 2000 ("the Act") provides the definition of a care home and a domiciliary care agency for registration purposes. Section 3, in so far as it is relevant, provides as follows:

“(1) For the purposes of this Act, an establishment is a care home if it provides accommodation together with nursing or personal care...”

- 8.6 In August 2002 the Department of Health issued guidance on registration of care homes which sets out how to distinguish between care homes and Supported Living arrangements. Essentially the distinction is between whether personal care is provided to an individual in an establishment or within their own home. This is a question of fact for the Care Quality Commission [‘CQC’] to determine. The guidance does state that it is not determined by whether the care element is provided by a different company from the accommodation provider. Rather what is required is that the service user has autonomy akin to those living in ordinary accommodation and that this will include a choice in the care provider.
- 8.7 Presently one of the three properties has successfully been de-registered and therefore CQC were satisfied that the arrangements for that property were for Supported Living. It is noted also that prior to any contract being awarded it is intended to apply to de-register the remaining homes so CQC will already have taken a view on whether the arrangements for the remaining two properties are such that they do not require registration as care homes prior to the letting of the new contracts.
- 8.8 The current cohort of service users are assessed as having cognitive impairments, therefore consideration will need to be given to the arrangements for both their accommodation and care arrangements to ensure that they do have genuine control. See section 5.0 for details of current Service User engagement and the future approach to be undertaken by ASC.
- 8.9 Members are referred to Confidential Appendix A in relation to the termination of care and support arrangements and leases with the current providers.
- 8.10 As part of the procurement of tenancy management arrangements with the associated leases, it is envisaged that the associated leases will be contracted out of the Landlord and Tenant Act 1954 so that the contractor will not have the benefit of the right to a new lease when the lease comes to an end.

9.0 Diversity Implications

- 9.1 The proposed care contract(s) will require the provider(s) to deliver services which are:
- culturally sensitive by providing cultural awareness training for all staff, matching specific language requirements where possible and recruiting a local workforce which reflects the communities of Brent;
 - able to provide support and advice to service users with learning disabilities, and;
 - able to provide training for all staff in areas that will raise awareness of issues faced by vulnerable people from different ethnic groups.

9.2 The care provider(s) will be monitored to ensure they are complying with these requirements through checking of their records, regular review of services provided to individual service users where feedback will be sought from service users, monthly monitoring meetings and provision of quarterly performance information to the Council.

9.3 An equalities analysis has been completed (see Appendix B) in accordance with the Equality Act 2010.

10.0 Staffing Implications

10.1 This services will be provided by external contractors and there are no direct implications for Council staff arising from tendering the contracts

10.2 There may be TUPE implications arising from the award of the contracts. The assumption is that TUPE may apply to those staff providing a service that will be included in the tender process. Such staff may transfer to a new employer under TUPE as a result of the proposed tendering process. Appropriate consultation with current employers will commence as soon as possible.

11.0 Public Services (Social Value) Act 2012

11.1 The council is under a duty pursuant to the Public Services (Social Value) Act 2012 (the "Social Value Act") to consider how relevant services being procured might be structured to improve the economic, social and environmental well-being of its area; how, in conducting the procurement process, the council might act with a view to securing that improvement; and whether the council should undertake consultation.

11.2 This duty applies to the procurement of the proposed contracts as Part B Services over the threshold for application of the EU Regulations are subject to the requirements of the Social Value Act. .

11.3 The market for care services whilst being nationally large is highly specialised to client needs and geographical locations which narrows the opportunities available to the Authority in terms of the requirements of the Social Value Act. However, officers will throughout the new procurement exercise take account of Social Value Act provisions and seek to implement these as appropriate.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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2012

Equality Analysis Guidance and Form



Brent Council Equality Analysis Form

Please contact the Corporate Diversity team before completing this form. The form is to be used for both predictive Equality Analysis and any reviews of existing policies and practices that may be carried out.

Once you have completed this form, please forward to the Corporate Diversity Team for auditing. Make sure you allow sufficient time for this.

1. Roles and Responsibilities: please refer to stage 1 of the guidance	
Directorate: Adult Social Services Service Area: Integrated Commissioning	Person Responsible: Name: Bharti Raval Title: Contract and Provider Manager Contact No: x2196 Signed: Bharti Raval
Name of policy: Accommodation services for People with Learning Disabilities	Date analysis started: 25/11/13 Completion date: 11/12/13 Review date:
Is the policy: New <input type="checkbox"/> Old <input type="checkbox"/>	Auditing Details: Name: Title: Date: Contact No: Signed:
Signing Off Manager: responsible for review and monitoring Name: Amy Jones Title: Head of Integrated Commissioning Date: Contact No: x 4061 Signed:	Decision Maker: Name individual /group/meeting/ committee: Date:

2. Brief description of the policy. Describe the aim and purpose of the policy, what needs or duties is it designed to meet? How does it differ from any existing policy or practice in this area? Please refer to stage 2 of the guidance.

This EIA is put forward with reference to Personalisation agenda, which promotes personalised support plans that are tailored to individual needs. In 2007 The Government published “Putting People First”, a shared vision and commitment to finding new ways to improve social care. This paper outlined the Government’s vision of “enabling individuals to live independently and have complete choice and control in their lives”¹.

It also underpins Brent’s Adult Social Care Strategy, which aims to take an “asset-based approach by focussing on person-centred care in order to build community resilience and focus on promoting independence.

Research also strongly suggests that Residential care is often a care option which encourages dependence from service users, and reduces the chances of recovery and independent living. As a consequence, nationally there is a preference in Adult Social Care to develop the Supported Living market over the Residential Care market, in regards to supported accommodation for service users. Supported Living is regarded as a safe way of retaining service user independence whilst tailoring the care element to their individual care needs. In Supported Living, the service user is encouraged to retain more independence for longer, and therefore their quality of life is often dramatically improved. However this care option in contrast to Residential care is also financially beneficial, offering potentially considerable savings.

Recent local experience demonstrates the benefits of supported living. Examples can be given of two long term residential care placements who were reviewed and identified as appropriate for having their needs met in supported living. Despite living in residential care for over 15 years, both are now thriving in their own tenancies, learning new skills with support e.g. budgeting, meal preparation etc. Their support and outcomes are assessed on an individual needs basis offering choice e.g. the residents were able to choose the colour of paint to decorate their own bedroom and choose the furniture. This model of care supports the Care and Support bill

There are currently 3 properties that house a total of 10 vulnerable people with a learning disability who meet the council’s Fair Access to Care criteria as having ‘Substantial’ or ‘Critical’ social care needs. Plans are already in place for 2 of these 3 properties to be de-registered so they can operate under the Support Living model (1 is already a Supported Living home). Namely the properties and their client portfolio is as follows:

- Beechcroft Gardens = 3x client with learning disabilities. Residential care

¹ <http://www.personalisationagenda.org.uk/>

status to be de-registered

- Manor Drive = 3x clients with learning disabilities. Supported Living status, and;
- Kinch Grove = 3x clients with learning disabilities. Residential care status Residential care status to be de-registered.

The leases for these properties will also be terminated as they are below market rates and will be re-procured to include tenancy management services which will be a different arrangement to the current where full repairing and insurance obligations reside with the tenant. In parallel on site care and support services will also be procured with a specification built around the Supported Living model. Providers will only be considered if they clearly demonstrate their understanding of the policy and experience of delivering services that give clients the opportunity to live as independently as possible.

3. Describe how the policy will impact on all of the protected groups:

Age: Neutral - the service will ensure care and support is provided based on individual assessed need.

Disability: Positive - The Supported Living model will provide customised care and support that matches the varying needs of the client group. This will also integrate the clients in to the community as opposed to confined to institutionalised model i.e. residential care. There will be equality of opportunity between persons who share a relevant protected characteristic and others who do not share it.

Social worker client reviews have been undertaken for each of the 10 clients and all can have their needs met within a Supported Living accommodation. The social worker notes are included within Appendix 1. The key point to note is that at Kinch Grove, one client has learning disabilities and a sensory impairment whilst another also has learning disabilities is blind and deaf. The change could create or increase anxiety as they are familiar with the property (having resided there for 20 years) and the current care provider. If the policy were not implemented, ie we stayed as is these clients may still be impacted as it has been identified by the current provider that the property requires major refurbishment works and the clients may need to be decanted whilst these took place. The other property, Beechcroft Gdns, requires a general refurbishment and minor adaptations to move to Supported Living in which case the clients do not have to move out whilst the work takes place.

All of the clients will be led through the change by the Council:

- Ensuring that it works very closely to develop careful transitional plans. These plans will best match the service users to local and similar facilities.
- Potentially increasing care packages, on a temporary basis, to ensure that the service users were able to become familiar with their new support model.

Gender Reassignment: Clients will not be discriminated against because of their sex/ sexual orientation,

Pregnancy/Maternity: Clients will not be discriminated against because of their pregnancy/maternity

Marriage/Civil Partnership: Clients will not be discriminated against because of their marriage/civil partnership

Race Clients will not be discriminated against because of race.

Religion or Belief: Clients will not be discriminated against because of their religion belief

Sex: Clients will not be discriminated against because of their sex

Sexual Orientation: Clients will not be discriminated against because of their sexual orientation

Please give details of the evidence you have used:

Social worker client reviews (see Appendix 1) which confirm that all clients can be moved to the Supported Living model.

Client consultation where each of the clients, their families and advocates were sent a letter that stated:

“In accordance with the Personalisation Agenda the Council is developing its Supported Living Accommodation portfolio in order to provide service users with support plans that are tailored to their individual needs. It is therefore planned that your property, which is currently a Residential Care accommodation, will be de-registered to become a Supported Living Accommodation. In similar timeframes the lease and on site care and support services contracts will also be reviewed.

Of critical importance to us is that the existing service users are made aware of these changes, they are discussed and that we agree plans that continue to put their care needs first. For this reason we would like to meet with you, your family members and/or advocate on the 15th January 2014 to:

1. Explain the change in property status and what this means,
2. Confirm when the changes will take place,
3. Clarify how your future arrangements will be supported, and;
4. Answer and discuss any questions you may have.”

Consultations for Beechcroft Gardens and Manor Drive are complete and feedback from families, their advocates and/or service users has been positive and supportive.

For Kinch Grove pre-consultation feedback indicated that a move from the property (rather than the change to Supported Living) had caused some concern. Family

members for 2 service users came forward to express that they should stay within the same home due to their familiarity with the property. One, who has LD's, is blind and deaf has lived there for 20 years. The other has complex LD's and sensory impairments.

At the consultation all 4 service users were represented by family members who united to emphasise that they didn't want their relatives to move. This was primarily because a) they have lived together for 20 years and b) they like their support staff. In addition one family felt that the change would lead to a health decline to their relative/SU. Excluding this service user, the families of the remaining 3 understood how Supported Living would benefit their relatives and are open/willing to explore this model in more detail.

The families have been reassured that there is no intention for these changes to have any negative impact on the SU's however, given the varied feedback and desire for more information, further Kinch Grove consultation meetings will take place to work through the detail of the planned change and address the concerns raised.

As the changes take place and are implemented the service users at Kinch Grove, and indeed those within the other 2 properties, will also be supported as follows:

- The Council will ensure that it works very closely to develop careful transitional plans. These plans will best match the service users to local and similar facilities.
- Increased care packages would also be temporarily available to ensure that the service users were able to become familiar with their new placement.

4. Describe how the policy will impact on the Council's duty to have due regard to the need to:

(a) Eliminate discrimination (including indirect discrimination), harassment and victimisation;

The policy will not discriminate against any service user eligible for the service, by ensuring that the in coming providers recruit staff that reflect the demography of the borough and offer service users care and support based on individual need regardless of any protected characteristics.

A broad market scoping and expressions of interest process will be undertaken to ensure that the in coming provider is able to cater for the range of learning/physical/sensory impairments needs.

In order to encourage participation of protected groups in public life and moving away from institutional care the procurement process will ensure the new service provider(s) give clients the opportunity to live as independently as possible and are given the opportunity to be fully integrated in the community.

Bidders will need to demonstrate how they will achieve this outcome throughout

the tendering process whilst ensuring that clients' continue to have their needs met and feel safe in the knowledge that care and support is easily accessible when required. Bidders will be required to demonstrate their experience by giving at least two examples of how they will assess new clients for supported living and how they measure positive outcomes for clients who may have transferred from a residential care setting to a supported living model. within a time frame of six months.

Throughout any transfer process, the Council will ensure that all activities are safe, ethical, professional and in line with the following CQC criteria by conducting individual and establishment reviews:

“If there is genuine separation between the care and the accommodation, the care they receive is regulated by CQC, but the accommodation is not. The support that people receive is continuous and assessed to meet their individual needs. It aims to enable the person to be as autonomous and independent as possible, and usually involves social support rather than medical care.”²

“It is important to note, however, that a provider of a Supported Living service can only register for the regulated activity of ‘personal care’ rather than ‘accommodation for persons who require nursing or personal care’ if there is clear and sufficient separation between the provision of the accommodation and the provision of the care.”

(b) Advance equality of opportunity;

The policy will not discriminate against any service users on the basis of their age, disability, sex etc and will ensure that all service users' needs will be met during the stages of tendering; the service specifications will ensure:

- The new service will not discriminate any of the protected groups.
- The new service would continue to provide care and support to meet specific cultural/religious/disability needs
- Staff have the relevant experience to work with the specified client group
- The staff mix reflect the needs of the service users

Service users (peer consultants) will be involved in the evaluation/interview process to support the selection of the incoming provider.

The recommendations of this policy are put forward in support of the Personalisation agenda, which promotes personalised support plans that are will meet individual needs and will be outcome based.

In 2007 The Government published “Putting People First”, a shared vision and commitment to finding new ways to improve social care. This paper outlined the Government’s vision of “enabling individuals to live independently and have complete choice and control in their lives.”

The recommendations also support Brent’s Adult Social Care Strategy, which aims to take an “asset-based approach by focussing on person-centred care in order to

² CQ : Supported Living schemes: Guidance for providers

build community resilience and focus on promoting independence.

On an on-going basis, it is the intention of Integrated Commissioning to continuously engage with the market to involve new providers into the community directory, and ensure as much choice is available to the service user as possible.

(c) Foster good relations

Key to the policy is engagement and development of community-based providers who provide other services for people with a learning disability and disabled for example social clubs, day centres, befriending services etc. The community-based service is potentially a means for increasing people with a learning disability involvement with the community groups. Examples of how this may happen are given within section 2 and the Appendix (section titled reviews).

The policy may also foster good relations between service users and adult social care, chiefly because it involves a reorientation of service design around Supported Living. Service users will now have a real choice over how their individual needs are met. The tender process will ensure the provider actively works with service users to enable them to navigate this market, make informed choices to achieve defined outcomes. The tendering process will ensure the incoming provider uses robust tools to measure outcomes and the review officers/commissioning team will monitor the service and outcomes achieved.

5. What engagement activity did you carry out as part of your assessment?

Please refer to stage 3 of the guidance.

i. Who did you engage with?

10 clients within 3 properties, their current care providers and family and/or advocates.

ii. What methods did you use?

Face-to-face reviews, consultation letter and meetings with interested family and/or advocates and with the current providers (lease and care). An easy read Supported Living leaflet was also issued to all to explain this model to families.

iii. What did you find out?

The client profile is that they all have LD's, 50% having secondary diagnosis of speech impairment, 10% have a dual sensory impairment and 10% have a secondary diagnosis of mental health.

All 10 clients can move to Supported Living accommodation.

8 clients (extending to the family and/or advocates) have expressed no interest or concerns to the proposed changes.
2 clients wish to remain within their existing accommodation.

iv. How have you used the information gathered?

To provide reassurances that the decision to convert the properties is a positive step and report back to the Executive within an “approval to procure” report that contracting for new lease/tenancy management and on site care and support providers is a timely activity in ensuring that the supported living model is implemented swiftly and effectively.

v. How has it affected your policy?

No effect as the engagement has confirmed that the direction of the policy is correct.

6. Have you identified a negative impact on any protected group, or identified any unmet needs/requirements that affect specific protected groups? If so, explain what actions you have undertaken, including consideration of any alternative proposals, to lessen or mitigate against this impact.

No

Please give details of the evidence you have used:

7. Analysis summary

Please tick boxes to summarise the findings of your analysis.

Protected Group	Positive impact	Adverse impact	Neutral
Age			
Disability	Y		
Gender re-assignment	Y		
Marriage and civil partnership	Y		
Pregnancy and maternity	Y		
Race	Y		
Religion or belief	Y		
Sex	Y		

Sexual orientation	Y		
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8. The Findings of your Analysis

Please complete whichever of the following sections is appropriate (one only). Please refer to stage 4 of the guidance.

No major change

- The procurement process will ensure the on site care and support service complements the Supported Living model and is aligned to CQC guidelines
- The terms will ensure clients placed by the Council receive the best possible service in accordance with their individual needs and requirements and there is a clear understanding of the relationship between the Council and the provider.
- The change clients may experience will be that a new provider may be selected via the tender process. However, they may continue to be supported by the same staff if TUPE is applied

9. Monitoring and review

Please provide details of how you intend to monitor the policy in the future. Please refer to stage 7 of the guidance.


Ongoing assessments of the client group and the care providers.

10. Action plan and outcomes

Action	By when	Lead officer	Desired outcome	Date completed	Actual outcome
Monitoring service quality via face-to-face reviews, site visits and call monitoring	Annual individual reviews, + annual establishment review + review CQC's inspection report on the establishment	Service development officer/ Community development manager	Assessment of service quality/service responsiveness/service consistency and extent to which it meets service user needs to feedback to providers	Face to face reviews will be carried out annually	
Provider monitoring	Quarterly from when the service	Service development officer/	Assessment of service quality and compliance	Quarterly	

	is procured Aug 2014	Community developme nt manager			
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 <p>Brent</p>	<p>Executive 17 February 2014</p> <p>Report from the Acting Director of Children and Families</p>
<p style="text-align: right;">Wards Affected: [ALL]</p>	
<p>Authority to tender a contract for Semi –Independent Living</p>	

1.0 Summary

- 1.1 This report concerns the procurement of a block contract for supported accommodation for 16+ Looked After Children and Care Leavers aged 18+ for semi-independent living.
- 1.2 This report requests approval to invite tenders in respect of a contract for Semi Independent Living as required by Contract Standing Orders 88 and 89 and requests approval to delegate authority to the Acting Director of Children and Families in consultation with the Director of Legal and Procurement and the Chief Finance Officer to award the contract.

2.0 Recommendations

- 2.1 That tenders be invited for a contract for Semi - Independent Living on the basis of the pre - tender considerations set out in paragraph 3.9 of the report.
- 2.2 That officers be authorised to evaluate the tenders referred to in 2.1 above on the basis of the evaluation criteria set out in paragraph 3.9 of the report.
- 2.3 That authority to award the contract for Semi – Independent Living be delegated to the Acting Director of Children and Families in consultation with the Director of Legal and Procurement and the Chief Finance Officer for the reasons detailed in paragraph 3.8.

3.0 Detail

- 3.1 In accordance with the Children Acts 1989 and 2004 and the Children Leaving Care Act 2000, local authorities have a duty to assess and meet the needs of young people aged 16 and 17 who are in care or care leavers. Wherever the young person lives, the duty will rest with the local authorities to keep in touch with care leavers until they are at least 21.

It is the local authority's responsibility to ensure every looked after child and care leaver child is properly prepared in making the transition from child to adulthood in a planned and effective way to achieve the best possible outcomes for the individual young person. The duties that local authorities have towards their care leavers are set out in the statutory guidance called Planning Transition to Adulthood for Care Leavers and regulations and can include the provision of accommodation. The provision of semi-independent living is seen as an effective method of assisting a smooth transition to adulthood for 16+ Looked After Children ("LAC") and Care Leavers aged 18.

- 3.2 Currently, the council has 28 looked after children and 35 care leavers, of which 17 are placed under a block contract, with the remainder in placements that have been spot purchased with various providers in the locality of London Borough of Brent or neighbouring boroughs. The specification for the block contract and these spot purchase placements meets the range of our young people's needs ranging from high, medium and low level support needs. Given the potentially vulnerability of this group, officers consider that it is preferable to provide semi-independent living through placements specifically designed for this group.
- 3.3. Authorisation was given to the Council to enter into a 'block' contract for semi-independent accommodation and support worker services for between 6 and 24 beds at a cost of £395 per bed per week to Centrepoin in January 2013 for a period of 12 months. However, the Council only paid for units when the properties were commissioned (the first for 6 units at Canning Road in January 2013 and 11 units at Kingshill from May 2013). A six month extension has been agreed from January 2014; realigning both properties to end their contracts on the 6th July 2014. Centrepoin works in conjunction with its Registered Social Provider, Genesis. Since January 2013 to date, 19 young people have been accommodated at Centrepoin of which 83% left the service engaged in education, employment and training. 90% of this client group have immigration and language needs.
- 3.4 Prior to the council entering into block contract at the start of 2013, Officers carried out significant work to explore options to secure accommodation and support for 16+ LAC and Care Leavers aged 18+. As part of this work, 97 providers were contacted directly in an effort to secure appropriate accommodation and services of good quality that achieved best value. Prospective providers offered various accommodation and support options at a range of prices. Many of these proposed options were unaffordable however and the conclusion reached by officers was that, as a general rule, a commitment to a block purchase arrangement with its guarantees on term and payment secured a better price per placement and secured best value overall despite the possibility of the council having to pay for voids on occasion. Currently, the Council has a block contract with Centrepoin at a price of £395 per week per young person which includes 5 hours keywork support services.
- 3.5 Officers in Children Services are aware of the establishment and operation of the Supporting People Young People Accommodation Based Services and Floating Support Services frameworks. Having investigated the possible use of these frameworks, there was concern regarding the broad range of ages of service users (i.e. 16 to 25 years) covered by these frameworks. Officers within Children Services have concerns generally about placing vulnerable 16-18 years old with adults. Also, a large volume of placements by Children Services require the children to be placed the same day or the next day following a referral whereas the turn around within the Adults Supporting People frameworks is at least 5 days from referral. The Supporting People frameworks are

therefore not considered appropriate for the majority of the 16+ LAC and Care Leavers aged 18+ group although, where appropriate, Children's Services will use the frameworks for less vulnerable service users and have done so recently for one care leaver.

- 3.6 In addition to looking at options with providers and the use of frameworks as a means of providing semi-independent living for 16+ LAC and Care Leavers aged 18+, officers have been exploring as part of the West London Alliance the possibility of collaborating with eight other boroughs in the procurement of a 'select provider list'. Given the nature of collaborative working however, it is likely that such list will take some time to procure and will not meet Brent's urgent need for semi-independent living when its existing block contract expires.
- 3.7 Despite exploring other options, officers are of the view that at the current time the procurement of a block contract for semi-independent accommodation offers the most appropriate and cost effective means of meeting the needs of 16+ LAC and Care Leavers aged 18+. In the circumstances, officers are seeking authority to procure a two year block contract with the option to extend the contract for a further one year. It is considered that this period of contract will give the Council flexibility, enabling it to avail itself of the 'select list' when this is procured and becomes available for use.
- 3.8 As indicated in paragraph 3.3, the council's current block contract for semi-independent living expires on 6th July 2014. As detailed in the table at paragraph 3.9 an open or one stage procurement route is being followed in an attempt to accelerate the procurement. However, given the need for the successful contractor to secure appropriate accommodation, a longer than usual mobilisation period is required and this means that there is limited time to report back to the Executive following evaluation of bids seeking authority to award the contract. As a result, approval is sought to delegate authority to award the contract block for semi – independent living to the Director of Children's Services in consultation with the Director of Legal and Procurement and the Chief Finance Officer.
- 3.9 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.	Provision of semi-independent accommodation and support services for vulnerable looked after young people aged between 16 and 18 years and care leavers over the age of 18 some of whom are unaccompanied asylum seekers new in the UK.	
(ii)	The estimated value.	The estimated value over the period of the contract including extensions provided for under the contract is £1,235,817.00 for 20 units based on 2 years plus 1 year extension.	
(iii)	The contract term.	The contract will be for 2 years with the option to extend for up to 1 additional year.	
(iv)	The tender procedure to be adopted.	An open or one stage process will be pursued.	
(v)	The procurement timetable.	Indicative dates are:	
		Adverts placed	25 February 2014
		Deadline for tender submissions	1 April 2014
		Tender evaluation	1 April 2014 to 16 April 2014
		Report recommending Contract award circulated internally for comment.	22 April 2014 - 29 April 2014
		Director approval of Award of Contract	7 May 2014
		Contract Mobilisation	15 May 2014
		Contract start date	7 July 2014

(vi)	The evaluation criteria and process.	<p>A single stage or open tender process involves a simultaneous evaluation of tenderers response to the Authority's qualification questionnaire and tender proposal.</p> <p>Tenderers will be required to meet the requirements of the qualification questionnaire in terms of technical and financial standing and expertise.</p> <p>Tenders will be evaluated on the basis of the most economically advantageous tender using the following criteria.</p> <p>1. Quality</p> <p>Quality will consist of 40% of the evaluation weightings. The quality assessment will be evaluated using the following criteria:</p> <ul style="list-style-type: none"> • Proposed business models. • Proposed plans for ensuring effective quality management of the Services and maintenance of the Contract Standard, including self-monitoring and evaluation. • Proposals for ensuring that the requirements of Children Act 1989 and 2004 legislation are fully applied in the delivery of the service • Proposals for ensuring that health and safety requirements are fully applied in the delivery of the service • Proposals to ensure that young people receive the necessary support to promote positive outcomes for them • Proposed approach for working in partnership with the Council and its partners. • Proposed approach to safeguard and address the needs of vulnerable young people <p>2. Price / Value for Money</p> <p>Price will consist of 60% of the evaluation weightings</p>
(vii)	Any business risks associated with entering the contract.	<p>There is the risk that Brent will have to pay for voids. To mitigate this, the in-house review panels will be used to identify young people at an early stage who will be signposted to these placements.</p> <p>The Council to ensure that the specification is such that it would tailor to our specific client group.</p>

(viii)	The Council's Best Value duties.	This procurement process and on-going contractual requirement will ensure that the Council's Best Value obligations are met.
(ix)	Consideration of Public Services (Social Value) Act 2012	See section 8 below.
(x)	Any staffing implications, including TUPE and pensions.	The service is currently provided by an external contractor and there are no TUPE and pension considerations for the Council.
(xi)	The relevant financial, legal and other considerations.	See sections 4 and 5 below.

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

4.0 Financial Implications

4.1 The estimated annual cost of the contract is £411,939.00. If the contract runs its full term of two plus one years, the value of this contract is £1,235,817.00 for 20 units. The cost of this contract will be fully funded from General Fund budgets.

4.2 If spot purchased, a semi-independent provision for a young person under 18 without additional support would cost approximately £600-£650 per week. Under the contract, the weekly cost will be £395 and this includes 5 hours of key work support services. This equates to a saving of approximately £213,200 per annum if all 20 units are fully occupied for the whole year.

4.3 It will be a condition of the contract that all providers give an undertaking to assist young people 16 to 18 years of age to claim Housing Benefit within the first six weeks of placement, and to ensure Housing Benefit is paid direct to Brent's account.

5.0 Legal Implications

5.1 The Children (Leaving Care) Act 2000 introduced new requirements on local authorities to plan for looked after children so that they have the support they need as they make the transition from care to adulthood.

5.2 Whether or not the local authority has parental responsibility (under a care order), it adopts, in effect, part of the role of the parent of a young person it is looking after and to whom it will provide subsequent advice and assistance. The legislation lays duties and, in some cases, powers, on each local authority to provide this help until a young person reaches at least the age of 21.

- 5.3 The estimated value of the contract for the provision of semi – independent living services exceeds the Public Contracts Regulations 2006 (the “EU Regulations”) threshold for Services. The provision of semi –independent living services are however classed as Part B Services for the purposes of the EU Regulations and as such are subject to partial application of the EU Regulations, including non-discrimination in the technical specification and notification of the contract award to the EU Publications Office. The contract is not therefore subject to the full tendering requirements of EU Regulations however it is subject to the overriding EU Treaty principles of equality of treatment, fairness and transparency in the award of contracts.
- 5.4 The estimated value of this contract is above the Council’s Standing Orders threshold for High Value Service Contracts of £250,000, and the award of the contract is consequently subject to the Council’s own Standing Orders and Financial Regulations in respect of High Value contracts.
- 5.5 Once the tendering process is undertaken Officers ordinarily report back to the Executive, explaining the process undertaken in tendering the contracts and recommending award as required by Contract Standing Orders for High Value Contracts. However, for the reasons detailed in paragraph 3.8, this report seeks authority to delegate to the Director of Children and Families in consultation with the Director of Legal and Procurement and the Chief Finance Officer authority to award the block contract. Members are able to agree such delegation if they consider this is justified.
- 5.6 In the present case if the contract is awarded to a new contractor the Transfer of Employment (Protection of Employment) Regulations 2006 (“TUPE”) is likely to apply so as to transfer from the current to the new contractor those employees of the current contractor who spend all or most of their working time on the activities taken over by the new contractor.
- 5.7 The Council’s duties in connection with the Public Services (Social Value) Act 2012 are contained in Section 8.

6.0 Diversity Implications

- 6.1 An updated Equalities Impact assessment for the service has been carried out recently and a copy is attached with this report at Appendix 1.

7.0 Staffing/Accommodation Implications

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

8.0 Public Services (Social Value) Act 2012

- 8.1 Since 31 January 2013, the council, in common with all public authorities subject to the EU Regulations, has been under duty pursuant to the Public Services (Social Value) Act 2012 to consider how the services being procured might improve the economic, social and environmental well-being of its area; how, in conducting the procurement process, the council might act with a view to securing that improvement; and whether the council should undertake consultation. This duty applies to the procurement of the proposed

contract as Part B Services over the threshold for application of the EU Regulations are subject to the requirements of the Public Services (Social Value) Act 2012.

- 8.2 The services being procured have as their primary aim improving the social and economic well being of one of the most vulnerable groups in Brent. Users are regularly consulted to ensure the services meet their needs and the views of users will be taken into account in procuring services.
- 8.3 There is a limited market for the delivery of these services; however, officers will endeavour to describe the scope of service in such a way as to further meet the requirements of the Act during the procurement process.

9.0 Background Papers

- 9.1 There are no other background papers

Contact Officer(s)

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SARA WILLIAMS

Acting Director of Children and Families

Brent Council Equality Analysis Form

1. Roles and Responsibilities:	
<p>Directorate: Children & Families</p> <p>Service Area: Commissioning</p>	<p>Person Responsible: Name: Marcelle Farrow Title: Senior Commissioning & Contracts Officer Contact No: 020 8 937 3136 Signed:</p>
<p>Name of policy: Semi Independent Policy & Procedures</p>	<p>Date analysis started: December 2013 Completion date 24.1.14 Review date:</p>
<p>Is the policy:</p> <p>New <input type="checkbox"/> Old <input checked="" type="checkbox"/></p>	<p>Auditing Details: Name :Elizabeth Bryan Title: Partnership Equality Policy Officer Date 11.12.13 Contact No: 0208 937 1190 Signed:</p>
<p>Signing Off Manager: responsible for review and monitoring Name: Elzanne Smit Title: Interim Head of Commissioning Date: 24.1.14 Contact No: 0208 937 4382 Signed:</p> <div style="text-align: center; margin-top: 20px;">  </div>	<p>Decision Maker: Committee: Executive Date: 17 February 2014</p>

2. Brief description of the policy. Describe the aim and purpose of the policy, what needs or duties is it designed to meet? How does it differ from any existing policy or practice in this area?

This EIA is in respect of re-commissioning the provision of semi-independent accommodation for looked after children and care leavers. This is going out to tender in February 2014.

In accordance with the Children's Act 1989, 2004 and the Children Leaving Care Act 2000 it is the Local Authority's responsibility to ensure every care leaver is properly prepared in making the transition from child to adulthood in a planned and effective way to achieve the best possible outcomes for the individual young person.

The block contract is for semi-independent accommodation and support to vulnerable looked after young people aged 16-18 years & care leavers over the age of 18 based in the London Borough of Brent, some of whom are young unaccompanied asylum seekers new to the UK. Officers are aware that the block purchase price is competitive compared to the rest of the market, offset to an extent by the Council having to pay for 'void' beds.

The London Borough of Brent entered into a block contract with Centrepont on the 29th January 2013, commissioning 11 units at Kingshill and 6 units at Canning Road. Centrepont works in conjunction with its Registered Social Provider, Genesis. Since January 2013 to date 19 young people have been accommodated at Centrepont of which 83% left the service engaged in education, employment and training. 90% of this client group have immigration and language needs.

Prior to Brent's acquisition of Centrepont's block contract significant work had been undertaken to secure alternative accommodation and support for young people using the service, 97 providers have been contacted directly in an effort to secure accommodation and services of good quality and best value. The current contract includes 5 hours support per week per young person.

The aims of the service are to:

- Improve the quality of semi independent provision for the Local Authority's looked after children 16 to 18 years and care leavers.
- To ensure all the Local Authority's looked after children and care leavers are provided by accommodation that is safe and supported by key workers in helping them develop key skills and confidence to enable them to live independently.
- To provide support to the young people in helping them to achieve better outcomes through education, training and health.

The service will also contribute to achieving the following objectives and strategic priorities:

- Support the Council in meeting its statutory responsibilities in ensuring every child is properly prepared in making the transition from child to adulthood in a planned and effective way to achieve the best possible outcomes for the individual looked after child and care leavers.
- Accelerate the rate of improvement in under achieving groups, narrowing and eliminating gaps.
- Ensure young people are able to access the same support, training and life chances as others.

3. Describe how the policy will impact on all of the protected groups:

Overall, there will continue to be a positive impact on the looked after children and care leavers due to the following components which make up the service specification as outlined below:

- This policy would impact on providing accommodation for looked after children and care leavers to address varying levels of needs
- To provide support to looked after young people and care leavers at risk of homelessness

to achieve independence

- The support will enable those young people to develop the skills and confidence to live independently, and to access longer term sustainable housing
- To provide specialist learning support (this will meet the needs of young people with a learning disability or language requirement) to young people in accessing and maintaining education, employment and training.
- To establish effective partnership working and to support young people to engage with services they need to improve their health and well-being, to stay safe, and to develop their independent living skills.
- To provide young people with services appropriate to their diverse needs, taking into account cultural difference, ethnicity, faith, disability, and sexuality. This is particularly beneficial for unaccompanied asylum seekers who may require additional support.
- Ensure vulnerable young people are able to access the same education, training, health and life chances as others so equipping them with the relevant tools and aids to allow them to realise their potential.
- No adverse impacts have been identified for any groups on the grounds of race / gender / disability / faith / sexual orientation / health/ pregnancy and maternity / age / gender reassignment and sex.
- **At present we have 26 looked after children (8 female, 18 male) and 34 care leavers (12 female; 22 male) in semi-independent accommodation.**

Please give details of the evidence you have used:

In accordance with the Children's Act 1989, 2004 and the Children Leaving Care Act 2000 it is the LA's responsibility to ensure every child is properly prepared in making the transition from child to adulthood in a planned and effective way to achieve the best possible outcomes for the individual young person.

The aim of the service provision is in line with Brent's Corporate Strategy where it is in the interests of the child to be looked after by the Authority we will provide a stable, consistent and caring environment.

The development of the service is based on consultation with social workers in Care Planning and service users.

4. Describe how the policy will impact on the Council's duty to have due regard to the need to:

(a) Eliminate discrimination (including indirect discrimination), harassment and victimisation;

This service is designed to reduce any adverse impact on looked after young vulnerable people and care leavers whose transition to semi independent living is challenging given their complex backgrounds, cultural difference, ethnicity and emotional difficulties. The additional support they receive will increase the young people's confidence and skills which will equip them with the relevant tools and aids to allow them to realise their potential.

(b) Advance equality of opportunity;

This service is designed to reduce any adverse impact on looked after young vulnerable people and care leavers whose transition to semi independent living is challenging given their complex

backgrounds, cultural difference, ethnicity and emotional difficulties. The additional support they receive will increase the young people's confidence and skills encouraging them to avail education, training and the need to improve their health and well being. These tools will aid them to realise their potential.

(c) Foster good relations

The service has been developed using an inclusive approach designed to ensure that vulnerable young people regardless of their background receive appropriate support to enable them to interact with other young people in their accommodation, key workers, engage in training, health and education.

5. What engagement activity did you carry out as part of your assessment?

No formal consultation has been undertaken as part of the assessment; however feedback from young people via their social workers and social workers themselves was taken into account during the preparation of the service specification. The views from a care leaver who live in semi-independent accommodation. There have been conversations with the Participation Worker, Head of Care Planning, the Virtual Head and Independent Reviewing Officer. Discussions have been undertaken with colleagues in the West London Alliance who provide similar services to young people.

Engagement and feedback of looked after children and young people and care leavers are led by Children in Care Participation Officers who hold the following forums:

- a) Care in Action weekly meeting with Brent employed Participation Officers
- b) Regional All Party Parliamentary Group quarterly meetings where Brent looked after children and care leavers who discuss issues with MPs, professionals and young people from other Boroughs
- c) Three seats for looked after children and care leavers on the Brent Youth Parliament to represent Children in Care Council.
- d) Independent Reviewing Officers meet looked after children every six weeks
- e) Health looked after children reviews are held once every six months also attended by Independent Reviewing Officer
- f) There is a Brent Charter for looked after children and a Care Leavers Charter
- g) There is a resident LAC sexual health nurse who conducts extensive training with keyworkers in semi independent provision and advises young people

i. Who did you engage with?

Looked after children and care leavers; Social Workers and managers; virtual head; participation worker; Independent Reviewing Officer; colleagues in West London Alliance.

ii. What methods did you use?

Brent Pledge Questionnaire survey was sent out in 2013 on line and by mail. Informal discussions and feedback by Social Workers, Social Work Assistants and managers at the 18+ panel. Discussions with the Participation worker and reviewing officer.

iii. What did you find out?

Semi-independent living accommodation will not be suitable for all children in care and care leavers. It provides a stepping stone to living independently for some young people. Others prefer to stay with their foster carers or in their residential units for longer. Semi-independent accommodation offers young people the opportunity to prepare and practice their independent living skills to live successfully on their own when they reach 18 years of age. Unaccompanied asylum seeking children especially tend to be more self-sufficient

and prefer to live independently before some of the British looked after children or care leavers. Young people welcome a level of key working support in addition to the Social Work support to ensure that they apply for the right benefits and access resources appropriately. A good key worker can make a big difference to a young person's life. Social Workers and other professionals encourage young people to remain in foster care of residential until they've completed their statutory education as it is a more supportive and structured environment. It is important to ensure that those living together in the house are the right combination of young people as personality, cultural or lifestyle differences could have a major impact on young people living together harmoniously and a young person feeling safe and secure. Consistency amongst providers and localised accommodation is important.

iv. How have you used the information gathered?

The Brent Pledge Survey Report was considered at the Corporate Parenting Board and informs Looked After Children Strategy in terms of Young People's priorities. The Looked After Children's strategy sets out the commitment of Brent to source localised, secure semi-independent provision for children and young people.

v. How has it affected your policy?

Semi-independent provision is sourced locally or close to Brent. When it is identified that the plan for a young person is to be moved to semi-independent provision, consideration is given to the other occupants to ensure that it will be a good match. All looked after children and care leavers up to the age of 18 receive a minimum of 5 hours key work support and this is often more. Post 18 young people can also receive key working support if it is considered necessary by the Social Worker. Quality assurance checks are made to the provision by Commissioning and Resources and the young people's views are sought as part of this evaluation. A block contract promotes consistency to young people.

6. Have you identified a negative impact on any protected group, or identified any unmet needs/requirements that affect specific protected groups? If so, explain what actions you have undertaken, including consideration of any alternative proposals, to lessen or mitigate against this impact.

This service is designed to reduce any adverse impact on looked after young vulnerable people and care leavers whose transition to semi independent living is challenging given their complex backgrounds, cultural difference, ethnicity and emotional difficulties. The additional support they receive will increase the young people's confidence and skills encouraging them to avail education, training and the need to improve their health and well being. These tools will aid them to realise their potential.

As demonstrated by the consultation evidence, consistency can be a concern as well as location. When young people are placed together, consideration has to be given to their respective personalities, lifestyles and cultural backgrounds as this has caused difficulties at times. When a young person is engaged in a criminal lifestyle, this could have implications regarding safety for other young people.

Please give details of the evidence you have used:

Positively, 2013 – 2014 data demonstrates that of the looked after young people and care leavers who were provided with accommodation and support by Centrepoint, 83% left the service engaged in education, employment and training. 90% of this client group have immigration and language needs.

7. Analysis summary

Please tick boxes to summarise the findings of your analysis.

Protected Group	Positive impact	Adverse impact	Neutral
Age	✓		
Disability			✓
Gender re-assignment			✓
Marriage and civil partnership			✓
Pregnancy and maternity			✓
Race	✓		
Religion or belief			✓
Sex			✓
Sexual orientation			✓

8. The Findings of your Analysis

Please complete whichever of the following sections is appropriate (one only).

No major change

Your analysis demonstrates that:

- *The policy is lawful*
- *The evidence shows no potential for direct or indirect discrimination*
- *You have taken all appropriate opportunities to advance equality and foster good relations between groups.*

Please document below the reasons for your conclusion and the information that you used to make this decision.

The service provision will:

- Improve the quality of semi independent provision for the Local Authority's looked after children 16 to 18 years and care leavers.
- Ensure all the Local Authority's looked after children and care leavers are accommodated in a safe environment and supported by key workers in helping them develop key skills and confidence to enable them to live independently.
- To provide support to the young people in helping them to achieve better outcomes through education, training and health.

The above service delivery is necessary to promote equal access to the service and to ensure we do everything we can to remove barriers and eliminate adverse impact on any specific group.

Justification for taking these measures also stems from:

- Brent Corporate Strategy
- Children Act 1989 & 2004
- Children Leaving Care Act 2000

Adjust the policy

This may involve making changes to the policy to remove barriers or to better advance equality. It can mean introducing measures to mitigate the potential adverse effect on a particular protected group(s).

Remember that it is lawful under the Equality Act to treat people differently in some circumstances, where there is a need for it. It is both lawful and a requirement of the public sector equality duty to consider if there is a need to treat disabled people differently, including more favourable treatment where necessary.

If you have identified mitigating measures that would remove a negative impact, please detail those measures below.

Please document below the reasons for your conclusion, the information that you used to make this decision and how you plan to adjust the policy.

Continue the policy

This means adopting your proposals, despite any adverse effect or missed opportunities to advance equality, provided you have satisfied yourself that it does not amount to unlawfully discrimination, either direct or indirect discrimination.

In cases where you believe discrimination is not unlawful because it is objectively justified, it is particularly important that you record what the objective justification is for continuing the policy, and how you reached this decision.

Explain the countervailing factors that outweigh any adverse effects on equality as set out above:

Please document below the reasons for your conclusion and the information that you used to make this decision:

Stop and remove the policy

If there are adverse effects that are not justified and cannot be mitigated, and if the policy is not justified by countervailing factors, you should consider stopping the policy altogether. If a policy shows unlawful discrimination it must be removed or changed.

Please document below the reasons for your conclusion and the information that you used to make this decision.

9. Monitoring and review

Please provide details of how you intend to monitor the policy in the future. Please refer to stage 7 of the guidance.

- The service will be monitored on a weekly basis in the form of keyworker reports to quarterly basis where the LA will visit the provider sites to monitor whether contractual obligations are being met and quality of care provided.
- The service will have minimum sleep in cover overnight to monitor young people are safe within the accommodation.

The provider will be required to collate the following information (this is not an exhaustive list):

- Weekly key worker reports on each young person outlining key tasks undertaken and outcomes.
- Monthly progress reports on each young person covering support needs and risks; actions in place and progress.
- Quarterly monitoring visits by Commissioning and Resources to monitor whether contractual obligations are being met and quality of care provided.
- Yearly evaluation of the service provided.
-

In addition to the quarterly monitoring, where feasible, spot visits will be carried out to ensure the consistency and accessibility of the service.

10. Action plan and outcomes

At Brent, we want to make sure that our equality monitoring and analysis results in positive outcomes for our colleagues and customers.

Use the table below to record any actions we plan to take to address inequality, barriers or opportunities identified in this analysis.

Action	By when	Lead officer	Desired outcome	Date completed	Actual outcome

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Executive
17 February 2014

**Report from the Strategic Director of
Environment and Neighbourhoods**

For Action

Wards Affected: ALL

**Highways Asset Management Plan and Capital Scheme
Programme 2014-16**

1.0 SUMMARY

- 1.1 In 2013-14 approximately £4.2 million will be spent improving the condition of Brent's highways, including resurfacing of 8.4 miles of road and 5.6 miles of footway. This investment includes £3.5 million of Brent capital and £724k of TfL capital funding for principal (A road) maintenance.
- 1.2 During 2014/15 it is proposed to allocate £3.55 million of Brent capital to maintain the highway network, subject to approval of the Executive and the Budget and Council Tax report on 17th February 2013 and; full Council approval on 3rd March 2013.
- 1.3 In addition to £3.55 million of Brent capital, a potential £1.131 million of Principal Road (A-road) improvements may be funded by TfL. This is a significant increase in the 2013/14 Principal road programme value and follows on from the DfT's 2012 Autumn Statement, which allocated additional principal road funding this year to all Boroughs. The total value of the programme has therefore increased to £1,131,000, a one-off budget increase of nearly 25%.
- 1.4 This report sets out recommendations for how Brent's £3.55 million capital budget should be allocated during 2014/15 and 2015/16 through a prioritised programme of:
 - Major and minor pavement upgrades;
 - Major Road resurfacing;
 - Preventative maintenance; and
 - Improvements to the public realm.
- 1.5 This programme will be delivered using a new Highway Asset Management Planning (HAMP) approach for Brent, which will provide a systematic long term methodology for maintaining the borough's highways. The HAMP approach will deliver better value for money through adoption of a sensible and forward thinking maintenance plan. Our customers will see more miles of road maintained each year and have

Executive

Version 4
4th February 14

greater visibility as to the relative status of their roads. We will deliver more on the ground and help to meet many of our corporate and strategic transport objectives by doing so.

2.0 RECOMMENDATIONS

- 2.1 That the Executive approves investment of £3.55 million of Brent capital funding as summarised in Section 6.0.
- 2.2 That the Executive approves the proposed highways maintenance programme for 2014-15 and the provisional programme for 2015-16 as detailed in Appendix B.
- 2.3 That the Executive approves the highways asset management strategy for Brent as described in Section 4.0 and appended as background papers to this report.
- 2.4 That the Executive approves the proposed division of maintenance investment for carriageway resurfacing of 70% for major resurfacing and 30% for preventative maintenance.
- 2.5 That the Executive approves the proposed prioritisation process and criteria for programme development described in Section 4.9

3.0 HIGHWAYS INVESTMENT DURING 2013/14

- 3.1 Brent's annual transportation investment programme consists of; Brent capital funding, which is used to fund the roads maintenance programme for local roads; capital funding provided by Transport for London, which is used to deliver principal (strategic) road maintenance and; a programme of highway improvement schemes and sustainable transport projects delivered through the LIP (TFL funded Local Implementation Plan programme).
- 3.2 By 31 March 2014, approximately £4.2 million will have been spent on maintaining Brent's highway infrastructure funded through £3.5 million of Brent capital and £724k of principal road maintenance investment. Appendix A provides details of the works delivered, which will result in:
 - 8.4 miles of roads being resurfaced; and
 - 5.6 miles of footways being resurfaced and improved.
- 3.3 Members will recall that Brent entered into a new 8 year contract on 1st April 2013 to provide a range of highway services, including planned and reactive maintenance works. Our new provider was procured through the London Highways Alliance Contract (LoHAC).
- 3.4 As a direct result of the competitive LoHAC rates that we now enjoy, and through close partnership working with our new provider, we have this year delivered our entire carriageway resurfacing scheme programme plus our entire 2013/14 reserve scheme programme. This has meant that we have resurfaced over 1.5 more miles of Borough roads than was envisaged at the beginning of the year.

- 3.5 Through the 2013/14 LIP programme (and combined with Section 106 developer contributions), an additional £6.7 million is being invested in improving Brent's roads, footways and transport infrastructure. This includes:
- £5.9 million of Local Implementation Plan LIP funding; and
 - £0.8 million S106 developer contributions.
- 3.6 LIP and S106 funding was allocated to progress the Harlesden Town Centre major scheme, which will be completed during 2014/15, and this year we have delivered major public realm and accessibility improvements to Engineers Way.
- 3.7 In addition the Council is on target to deliver a wide range of infrastructure and initiatives in line with TfL expectations. To date we have delivered, or are in the process of delivering, the following infrastructure on Brent's streets as part of a range of schemes and initiatives:
- 16km of roads will be improved with collision reduction measures, including lower speed limits;
 - 76 areas are being provided with new waiting and loading restrictions to reduce congestion and improve safety;
 - 7 crossings have been improved to provide facilities for disabled people;
 - 130 on and off-street cycle parking spaces have been provided ;
 - 384 children and 90 adults have received cycle training;
 - 2km of new cycle routes have been delivered;
 - 15 junctions have been improved to help cyclists;
 - 13 new pedestrian crossings have been provided;
 - 75 road safety education events have been held;
 - 63 bus stops are being improved to make boarding easier and passenger waiting facilities better; and
 - 16 new street trees have been planted.

4.0 MANAGING HIGHWAYS ASSETS

- 4.1 Highway infrastructure is the most visible, well-used and valuable physical asset owned by the Council. Brent's highways assets include:
- 504 km (315 miles) of roads;
 - 847 km (529 miles) of pavements;
 - 53 bridges and structures;
 - 24,500 road gullies;
 - 10,000 street trees; and
 - 32,000 street lights and other illuminated street furniture.
- The value of this asset is estimated at just over £1bn.

- 4.2 The table below sets out the condition of Brent’s roads by indicating the percentage of each length of road type where maintenance should be considered.

Year	% of roads where maintenance should be considered		
	A class roads	B and C class roads	Unclassified roads
2008/2009	8%	9%	23%
2009/2010	11%	9%	23%
2010/2011	9%	7%	27%
2011/2012	9%	6%	26%
2012/2013	8%	9%	20%
2013/2014	13%	tba*	21%

**information not available until late February 2014*

- 4.3 Currently a fifth of Brent’s unclassified roads and around a quarter of the most used pavements are in need of substantial maintenance. Unclassified roads make up 80% of all borough roads. Classified roads are in slightly better condition, but around one tenth of them still require structural maintenance.
- 4.4 As time goes on roads that are currently in good condition will deteriorate, just like any physical asset such as a house or a vehicle. To keep on top of the deterioration of our asset we must invest continually in maintenance.
- 4.5 Brent currently adopts a “worst-first” approach to highways asset management. We identify the worst condition roads and develop a one year programme of road resurfacing and reconstruction. Our current approach assumes that over 20% of our unclassified network and nearly 10% of our classified network will remain in need of repair; we are effectively treading water to maintain our current position.
- 4.6 To better manage the way we maintain our highways it is proposed to adopt the draft Highway Asset Management Plan (HAMP) shown in Appendix E. The HAMP sets out a strategy based on the need to repair our assets on a regular basis, before they fail, so as to extend their lifespans and reduce long term repair costs.
- 4.7 The strategy will initially involve introducing a programme of major resurfacing works along with preventative maintenance, which will take the form of regular thin surface repairs to water seal roads and improve their anti-skid properties. Thin surfacing is less than a third of the cost of major resurfacing works but can extend the life of a road considerably, meaning that you can treat 3kms for the price of 1km of major resurfacing.
- 4.8 A 2 year work programme of both major resurfacing and preventative maintenance has therefore been developed from 2014/15 onwards. This will be the first step towards long-term programme development. To maximise the benefits, a 10 year programme period is recommended. This is an aspiration that we will work towards.
- 4.9 A key question is how we will decide which roads should have preventative maintenance treatment and which we need to undertake major resurfacing works on.

- 4.10 During 2014/15 we will assess the network to determine the current condition and estimated lifespans of individual roads. We will then take account of a range of factors to define relative priorities for maintenance. For the 2015/16 programme and beyond it is proposed to adopt a scoring system to identify roads suitable for major resurfacing or preventative maintenance that will assess the following:
- Condition and estimated lifespan based on outcomes of annual condition surveys and inspection programmes;
 - Road hierarchy and traffic usage, including proximity of local schools / colleges;
 - Level of risk in terms of numbers of accident claims, historic pothole repair records and/or collision history; and
 - The cost effectiveness of preserving roads that have not yet fully deteriorated and fixing those which have.
- 4.11 We will continue to take account of councillor nominations for road maintenance and, where a number of schemes attract the same or similar scores, we will prioritise councillor nominated schemes earlier in our proposed maintenance programmes. We may also deviate from priority order where, for instance, a section of road in relatively good condition may be resurfaced if it is on a street where the rest of the road needs maintenance and it would be illogical, or impractical, not to resurface the whole street.
- 4.12 The optimum level of investment when starting to adopt preventative maintenance has been identified through consultation with authorities that have implemented HAMP principles. Investment of approximately 30% of carriageway resurfacing budgets is considered to be optimum when beginning to introduce preventative maintenance programmes.
- 4.13 It is therefore proposed to invest around 30% of the carriageway resurfacing budget in preventative maintenance over the next two to three years, and 70% on major resurfacing works. If there is any reduction or increase in funding over coming years, it is proposed that this 70/30 percentage split be applied to revised budgets.
- 4.14 The draft 2015/2016 programme will be reviewed and amended at the end of 2015 in light of condition survey data available at that time, and following application of more detailed prioritisation criteria and life cycle planning for individual roads and road sections.

5.0 HIGHWAYS INVESTMENT DURING 2014/15

5.1 Carriageway Resurfacing

- 5.1.1 The 2014/15 carriageway maintenance programme and a provisional 2015/16 programme are shown in Appendix B, and in map form in Appendix C. Appendix D illustrates the location of principal and other classified roads within Brent for information. Roads have been prioritised from the results of an independent network condition survey, with input from local engineering staff, who assess a wide range of factors including:
- Information received from Councillors, MPs, residents, road users and other stakeholders;

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- Levels and locations of accident claims (e.g. Claims for trip hazards);
- Structural integrity of the road or footway and the associated safety implications;
- Amount of pedestrian and vehicular usage; and
- Proximity to schools.

5.1.2 From 2015/16 onwards, in line with the adoption of asset management practices, we will assess the condition of all of our roads to determine how much the road condition has deteriorated from when it was first built. We will also take account of a range of factors other than age and road condition in our decision making, such as corporate priorities, road safety records, bus routes, proximity to schools & colleges, traffic levels and footfall.

5.1.3 For this reason the proposed programme for 2015-16 has been presented as a provisional plan. It will be amended as necessary and submitted for final approval by the Executive in 2014-15.

5.1.4 In summary the proposed carriageway resurfacing programme of £1.71 million includes:

- £1.4 million to improve the condition of the unclassified network divided between major resurfacing and preventative maintenance schemes (see Appendix B for list of streets that have been selected):
- £150k to resurface B and C class roads; and
- £150k to resurface short sections of road (300m or less) that have deteriorated and are in need of resurfacing, but where the whole street is generally in good repair;

5.1.5 Each year Brent is provided with a provisional allocation from TfL to renew principal (A class) roads in the Borough. This programme of works is developed through analyses of carriageway condition surveys provided by, and reviewed by, TfL. A draft programme for principal road renewals is contained in Appendix B.

5.1.6 As a result of the DfT's 2012 Autumn Statement additional "A" road funding of £219k has been allocated to Brent. Our original indicative allocation was £912k; therefore the total value of the programme has increased to £1,131,000, a one-off budget increase of nearly 25%.

5.1.7 TfL requests that Boroughs include an additional 25% to their provisional allocation to enable them to put forward one or more reserve schemes. This provides an opportunity for additional schemes to be delivered each year if additional funding becomes available. This "reserve" bid adds a further £278k to the provisional programme value to make a total A Road bid value of £1,409,000. Members should note that reserve scheme funding relies on TfL funding availability and is not guaranteed.

5.1.8 It is proposed to utilise up to £10k of capital funding for carriageway resurfacing to undertake asset condition surveys during 2014/15. These surveys will assist to prepare a long term asset management programme and confirm the 2015/16 capital programme.

5.2 Footway Repairs

5.2.1 The table below sets out the condition of the busiest footways in the borough (prestige areas in town centres and busy urban shopping areas). High usage footways form approximately 10% of the footway network.

Year	% of the high usage footways where maintenance should be considered
2008/2009	20%
2009/2010	17%
2010/2011	27%
2011/2012	12%
2012/2013	15%
2013/2014	27%

5.2.2 The condition of the high use footway network improved considerably during 2011/12 through the introduction of a more frequent inspection regime and delivery of an extensive programme of improvements.

5.2.3 However, there has been continuing and increasing numbers of requests for footway repairs and responsive maintenance during the current financial year. Given this and the worsening of the condition of the high usage footway network, it is recommended that £1.565 million, approximately 44% of this year's overall budget, be assigned to improving the condition of footways in the Borough. Appendix B contains details of the footways which have been prioritised for improvement.

5.2.4 Similarly to the issues with short sections of road that are in poor condition, short lengths of footway that are in poor condition can cost a significant amount in reactive maintenance repairs, as well as being a cause of accident claims. It is therefore proposed to invest £150k of this year's overall budget to resurface short sections of footway.

5.2.5 It is proposed to utilise up to £40k of capital funding for footway improvements to undertake asset condition surveys during 2014/15. These surveys will be used to confirm the 2015/16 capital programme.

5.3 Reducing the risk of flooding in Brent

5.3.1 There are approximately 24,500 road gullies in the borough. These are being cleaned as part of a cyclic maintenance programme procured through the new London Highways Alliance Contract (LoHAC). The cleaning cycle includes:

- High-priority (regularly blocking) gullies cleaned every six months;
- 1,300 medium-priority gullies cleaned each year; and
- 14,100 gullies cleaned every eighteen months as part of a rolling programme.

5.3.2 There are occasions where cleaning will not resolve surface water flooding problems as gullies and drainage pipes require replacement.

5.3.3 We are anticipating similar funding from Defra for flood risk management as was received in 2013/14 (£216k). This will be used for alleviating flooding in the borough and for improvements/upgrades to existing highway drainage as per the following proposed works programme:

Flood management Scheme	Proposed works	Cost Estimate
Roe Green Pk, Kingsbury Rd	Installation of land drainage	£20K
Chamberlayne Road, NW10		£20K
Silver Jubilee Park, The Mall		£10K
Vale Farm, Sudbury Avenue		£15K
Northwick Park, Kenton		£10K
Leybourne Road, Open Space, NW 9		£15K
10 to 26 Woodcock Hill, Kenton	Replace highway drainage system	£20K
Silk Stream (Barnet agreement)	Trash screen cleaning	£20K
Tramway Ditch, Stag Ln, NW 9	Inspect and clear watercourses	£5K
Northwick Park, Kenton		£5K
London Road Ditch	Inspect and clear - if required	-
Fryent Way ditch		-
Various works undertaken through maintenance programme	Repair gullies, replace missing covers	£75K
LoDEG	Bridge Engineering Group Subscription	£1k
Total		£216K

Note: Some of the above schemes have been carried forward from 2013/14. Cost estimates may vary and schemes may be re-prioritised in-year to reflect budget.

5.4 Investing in Public Realm

5.4.1 The Public Realm programme involves three areas of highways capital programme investment:

- a. Works to strengthen footways and soft verges;
- b. Works to improve areas of “marginal” land that are part of the public highway but are not footways, verges or carriageways; and
- c. Works to maintain, upgrade, rationalise or replace directional and regulatory highway signs.

It is proposed to allocate £125k (3%) of the 2013/14 capital budget to these areas of work.

5.5 Improving Brent’s bridges and structures

5.5.1 The Council are responsible for 53 highway structures, including 38 bridges and; 15 culverts. The majority of bridges are small structures spanning brooks. Funding for bridge maintenance is allocated by Transport for London on a regional priority basis. The London Bridge Engineering Group is currently reviewing the pan-London programme and funding will be confirmed in February 2014.

5.5.2 Although funding has not been confirmed, the Bridge Strengthening Programme 2014/15 Bid Grand Total is £355k, made up for bids for six schemes

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- a. Allendale Road - Stabilisation of clay embankment to LUL bridge
- b. Mead Platt Over Mitchell Brook - Strengthening of concrete box culvert
- c. North End Road West - Review of old design
- d. The Rise - Stabilisation of clay embankment to LUL bridge
- e. Twybridge Way (1) Over Canal Feeder - Lining of structure to strengthen carriageway and replacement of parapets.
- f. Twybridge Way (2) Over Canal Feeder - Lining of structure to strengthen carriageway and replacement of parapets.

6.0 FINANCIAL IMPLICATIONS

6.1 The table below summarises the proposed allocation of Brent capital funding for highways maintenance during 2014-15:

Schemes	% of capital Budget	Amount (£ 000's)
BRENT CAPITAL – Footways		
Major footway upgrade	44.08%	1,565
Footway upgrades – short sections	4.23%	150
Improvements to the public realm	3.52%	125
Sub-total	51.83%	1,840
BRENT CAPITAL – Carriageways		
Major resurfacing unclassified roads	27.89%	990
Preventative maintenance unclassified roads*	11.83%*	420
Major resurfacing of B&C roads	4.23%	150
Road resurfacing – short sections	4.23%	150
Sub-total	48.17%	1,710
Sub Total Brent Capital	-	3,550
TfL Funding for Principal Roads**	-	1,131
TOTAL HIGHWAY MAINTENANCE PROGRAMME	-	4,681

*around 30% of value of £1.71m carriageway resurfacing programme

**value could increase if TfL agree to deliver reserve schemes.

- 6.2 The provisional allocation for 2015/16 assumes the same division of funding. The final programme for 2015/16 and beyond will be confirmed and reported to the Executive for approval during 2014/15.
- 6.3 It is proposed to utilise up to £10k of carriageway maintenance funding and £40k of footway funding to undertake condition surveys during 2014/5. These surveys will assist preparation of a long term asset management programme and confirm the 2015/16 programme.
- 6.4 The proposed Highways Asset Management Plan assumes that a £3.55m Brent capital programme will be approved for 2014/15 and 2015/16, subject to Executive and full Council approval as part of the Budget Setting Report process.
- 6.5 The proposed approach to major road resurfacing and preventative maintenance assumes an approximate percentage split of funding of 70% and 30% respectively.

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Should there be any reduction or increase in the value of the Brent capital programme in future years, it is proposed to apply these approximate percentage splits to revised budgets.

- 6.6 Any costs associated with implementation of the Highways Asset Management Plan will therefore be contained within existing budgets and any cost savings realised will be used to deliver more on the ground.

7.0 LEGAL IMPLICATIONS

- 7.1 The Highways Act 1980 places a duty on the council to maintain the public highway under section 41. Breach of this duty can render the council liable to pay compensation if anyone is injured as a result of failure to maintain it. There is also a general power under section 62 to improve highways.

8.0 DIVERSITY IMPLICATIONS

- 8.1 The proposals in this report have been subject to screening there are considered to be no diversity implications that require partial or full assessment. The works proposed under the highways main programme do not have different outcomes for people in terms of race, gender, age, sexuality or belief.
- 8.2 In addition, the design criteria used in all highway work does take note of the special requirements of various disabilities. These will take the form of levels and grades associated with wheelchair users, for example road crossing points, and for partially sighted / blind persons at crossing facilities. The highway standards employed are nationally recognised by such bodies as the Department for Transport. This programme of works continues the upgrade of disabled crossing facilities at junctions which were not constructed to modern day standards. All new junctions are designed to be compliant at the time of construction.
- 8.3 Strengthened areas of footway are far less susceptible to damage and will therefore aid the movement of pedestrians that may find it difficult to walk on uneven pavements.

BACKGROUND PAPERS

Draft Highways Asset Management Plan V4

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APPENDIX A

Unclassified Roads Resurfaced during 2013/14

Road Name	Ward	Length Metres
Napier Road	KGN	141
Grove Way	TOK	310
The Grove	FRY	234
Kingsley Road	KIL	163
Scudamore Lane	QBY	124
Shelly Gardens	NPK	198
Longfield Avenue	PRE	150
Bruce Road	STN	243
Lewis Crescent	STN	161
Brook Road (NCR to Crest Road)	DOL	409
Bowrons Avenue	WEM	464
Carlyon Road	ALP	706
Preston Hill	BAR/KEN	745
College Road	BPK	368
Blenheim Gardens	MAP	445
Alderton Close	WHP	157
Charterhouse Avenue	SUD	610
Abercorn Gardens	KEN	150
Chevening Road (Chamberlayne Road to Keslake Road)	QPK	425
Dryburgh Gardens	QBY	320
Avenue Road	KGN	151
Belton Road	WLG	250
Harlesden Gardens (Crownhill Road to Park Parade)	HAR	268
Cairnfield Avenue	DLN	550
Thirlmere Gardens	PRE	554
Reserve schemes completed during 2013/14		
Mount Road	DOL	180
Cranhurst Road	ALP	289
Dorothy Avenue	MAP	315
Bowater Close	FRY	100
Oakleigh Court	QBY	140
Pebworth Road	NPK	387
Kenmere Gardens	ALP	215
Sandhurst Road	QBY	628
Holycroft Avenue	PRE	166
Short sections of carriageway surfacing		
Dollis Hill Lane (Dudden Hill Lane to o/s 9 Dollis Hill Lane)	DLN	70
Dollis Hill Lane (Randall Avenue to o/s 118 Dollis Hill Lane)	DOL	290
Leighton Gardens (All Souls Avenue to College Road)	BPK	225
Coles Green Road (Crest Road to Eyhurst Close)	DOL	120
Kinch Grove (between lamp column no. 1 and house no. 3)	BAR	20
Barnhill Road (The Close to Poplar Grove)	BAR	108
Burton Road (Kilburn High Road to o/s no 4 Burton Road)	KIL	40

Total length of resurfaced roads

**11.59km
(7.20 Miles)**

Non-Principal Classified B&C Roads Resurfaced during 2013/14

Road Name	Ward	Length Metres
Brondesbury Park (High Road to Sidmouth Road)	BPK	280
Chamberlayne Road (sections from All Souls Avenue to Leighton Gardens)	BPK	270
Total length of resurfaced B and C roads		0.55km (0.34 Miles)

Principal A Roads Resurfaced during 2013/14

Road Name	Ward	Length Metres
A404 Harrow Road (Furness Road to Scrubs Lane)	KGN	185
A4006 Kingsbury Road (Valley Drive to Roe Green) – plus 560m of footway	FRY	600
A4006 Kenton Road (Gayton Road to Hawthorn Road) – plus 355m of footway	KEN	420
A4088 East Lane (Peel Road to Pembroke Road)	PRE	270
Total length of resurfaced principal A roads		1.475km (0.90 Miles)

Footway Resurfacing completed in 2013/14

Road Name	Ward	Length Metres
Kempe Road	QPK	900
Lea Gardens	TOK	630
Cecil Avenue	WEM	830
Northwick Avenue	NPK	1200
Greenhill Park	HAR	430
Alverstone Road	BAR	510
Chatsworth Road (Mapesbury Road to Christchurch Ave)	BPK	720
Denzil Road	DNL	590
Verney Street	WHP	560
Sherrick Green Road	DNL	840
Beaumont Avenue	SUD	380
Springfield Mount	FRY	800
Total length of resurfaced footways		8.39km (5.21 Miles)

APPENDIX B

Proposed Highways Maintenance Programme 2014 to 2016

Unclassified Borough Roads - Major and preventative maintenance programmes

Major resurfacing programme 2014/15	Length (m)	Estimated Cost (£k)	Ward
Heather Park Drive (Highcroft Avenue to The Grange)	425	58	ALP
Mount Road	170	26	DOL
Links Road	220	28	DOL
Milton Avenue (Windrush to end north west)	253	52	STN
The Circle	345	51	DNL
Brenthurst Road	245	31	DNL
Denzil Road	503	65	DNL
Bolton Road	140	18	HAR
Briar Road (Kenyngton Place to Upton Gardens)	210	21	KEN
Northwick Circle	541	71	KEN
Claremont Avenue	200	14	KEN
Clarence Road	109	15	KIL
Exeter Road (Shootup Hill to Mapesbury Road)	473	60	MAP
Meredith Avenue	90	11	MAP
Byron Road (East Lane to Ada Road)	200	20	NPK
Carlton Avenue East (Preston Road to Windermere Avenue)	757	98	PRE
Logan Road	368	36	PRE
Compton Road	245	31	QPK
Tiverton Road (Roundabout at the junction of Wrentham Ave)	60	14	QPK
Twybridge Way	382	38	STN
Conduit Way	589	59	STN
Homefield Road	288	30	SUD
St Michaels Avenue (Vivian Avenue to Harrow Road)	240	37	TOK
Chalfont Avenue (Oakington Manor Drive to Vivian Avenue)	260	27	TOK
Clifton Avenue	240	32	WEM
Jesmond Avenue	280	37	WEM
Totals	7.83	980	
	(miles)	(4.86)	
Preventative Maintenance Programme 2014-15	Length (m)	Estimated Cost (£k)	Ward
Mount Pleasant (Ealing Road to Woodstock Road)	390	35	ALP
Barn Way	625	34	BAR
Alverstone Road	247	24	BPK
Hanover Road (Sidmouth Rd to o/s property numbers 170/172)	53	4	BPK
Randall Avenue (NCR to Tanfield Avenue)	400	36	DOL
Cobbold Road (Franklin Road to Roundwood Road)	252	20	DNL
Crundale Avenue	483	32	FRY
Harlesden Road (Longstone Avenue to Robson Avenue)	480	43	KGN/ WLG

Draycott Avenue (Wellacre Road to Woodcock Dell Avenue)	873	61	KEN
The Ridgeway (Draycott Avenue (west) to end)	45	4	KEN
Cedar Road	180	14	MAP
St.Michaels Road	189	14	MAP
Oldborough Road	465	24	NPK
Melrose Gardens	315	15	QBK
Wyborne Way (NCR to Sunny Crescent)	327	17	STN
Repton Avenue	201	11	SUD
Parkfields Avenue	156	11	WHP
The Rise	217	10	WHP
St.James Gardens (Ealing Road to corner No 7)	75	4	WEM
Glebe Road	128	7	WLG
Totals	6.10	420	
(miles)	(3.79)		

Non-Principal B & C Roads - Major maintenance programme 2014/15

Carriageway Resurfacing B & C Roads	Length (m)	Estimated Cost (£k)	Ward
Sidmouth Road (Mount Pleasant to Chamberlayne Road)	295	50	BPK
Pound Lane (exit from bus depot to Harlesden Road)	328	47	WLG
Wrentham Avenue	366	53	QPK
Totals	0.99	150	
(miles)	(0.61)		

Major resurfacing of short sections 2014/15

Short Sections of Carriageway Resurfacing	Length (m)	Budget (£k)	Ward
Sites to be prioritised during financial year	TBD	150	-

Principal (A Road) Maintenance Programme 2014/15 - funded by TfL

Principal (A Road) Maintenance Programme 2014/15	Length (m)	Estimated Cost (£k)	Ward
A407 High Road Willesden (Dudden Hill Lane to Church Rd)	752	236	WLG/DNL
A4088 Forty Avenue (East Lane to Talisman Way)	296	92	PRE
A404 Craven Park Road (Tunley Road to St.Marys Road)	247	98	HAR
A4089 Ealing Road (Bowrons Avenue to Douglas Avenue)	217	85	WEM/ ALP
A404 Hillside (Sunny Crescent to Brentfield Road) with associated footway upgrade on Hillside of 1.19km (0.73miles)	824	620	STN
Totals	2.33	1,131	
(miles)	(1.45)		
Reserve schemes (if additional TfL funding provided)			
A4003 Willesden Lane (Dyne Road to Kilburn High Road)	698	203	KIL
A404 High Road Wembley (Park Lane to Cecil Avenue)	188	75	WEM

Note: programme identified through the results of a London-wide SCANNER survey and to be funded by TfL. All schemes are subject to co-ordination with internal and external agencies.

Footway Improvements to be funded by Brent Capital Budget in 2014/15

Footway resurfacing 2014/15	Length (m)	Estimated Cost (£k)	Ward
*Garden Way	385	138	STN
*Donnington Road	870	221	KEN
*Chapter Road (Balmoral Road to Deacon Road)	896	241	WLG
*Elmstead Avenue (Preston Road to Princess Avenue)	521	132	PRE
*Odessa Road	300	89	KGN
*Hampton Rise	120	32	KEN
*Cedar Road	338	85	MAP
*Dalmeny Close	300	47	SUD
*Thurlby Road	772	192	WEM
Salisbury Road (Harvist Road to Windermere Avenue)	734	280	QPK
Kinch Grove	378	68	BAR
Totals	5.61km	1525	
(miles)	(3.49)		

* reserve scheme from 2013/14 programme

All schemes subject to co-ordination with internal and external agencies.

Other footway improvements 2014/15

Footway Short-section Improvements	Length (m)	Budget (£k)	Ward
Sites to be prioritised in-year	TBD	150	-

Public Realm improvements 2014/15

Public Realm Improvements	Length (m)	Budget (£k)	Ward
Sites to be prioritised in-year	TBD	125	-

Provisional Highways Maintenance Programme 2015/16

Unclassified Borough Roads - Major and preventative maintenance programmes

Major resurfacing programme 2015/16	Length (m)	Estimated Cost (£k)	Ward
Colwyn Road	54	10	DOL
Dawpool Road (Heather Road to Brook Road)	231	29	DOL
Hardinge Road	490	64	BPK
Mapesbury Road (Willesden Lane to bridge)	373	55	BPK
Lydford Road	895	128	BPK
Garnet Road	165	22	HAR
Upton Gardens (Briar Road to Northwick Circle)	245	29	KEN
Donnington Road	438	59	KEN
Cranleigh Gardens	330	43	KEN
Victoria Road	700	95	KIL
James Avenue	103	14	MAP
Grosvenor Gardens	180	24	MAP
Shelley Gardens	210	25	NPK
Kingsway	385	51	PRE
Holmstall Avenue	420	57	QBY
Wimborne Drive	223	29	QBY
Limesdale Gardens	345	44	QBY
Girton Avenue	515	67	QBY
Capitol Way	763	107	QBY
Crouch Road	220	28	STN
Totals	7.28	980	
Reserve Schemes 2015/16			
<i>Park Chase</i>	410	42	TOK
<i>Fourth Way</i>	380	53	TOK
<i>Vivian Avenue (Chalfont Avenue to Monks Park)</i>	228	30	TOK
<i>Verney Street</i>	305	39	WHP
<i>Elspeth Road</i>	95	11	WEM
Totals	1.73	215	
Totals (not including reserve schemes)			
	7.28km	980	
	(4.52)		
Preventative Maintenance Programme 2015-16			
	Length (m)	Estimated Cost (£k)	Ward
Barn Rise	703	42	BAR
Belvedere Way	420	31	BAR
Kingsmere Park	307	17	BAR
Christchurch Avenue (Willesden Lane to Brondesbury Park)	215	20	BRO
Rosecroft Gardens	105	6	DOL
Bush Grove	493	36	FRY
Old Kenton Lane	540	30	FRY
Summit Close	140	8	FRY

Wakemans Hill Avenue	608	58	FRY
Longstone Avenue (Drayton Road to Harlesden Road)	378	35	KGN/WL G
Southwell Road	96	7	KEN
Mapesbury Road (Teignmouth Road to Shoot Up Hill)	196	19	MAP
Montpelier Rise	420	22	PRE
Barretts Green Road (Central Way to Disraeli Road)	215	20	STN
The Croft	260	15	SUD
Village Way	420	25	WHP
Napier Road	227	16	WEM
Chaplin Road (Belton Road [north] to Villiers Road)	171	13	WLG
Totals	5.91	420	
Reserve schemes 2015-16			
<i>Grendon Gardens</i>	375	18	BAR
<i>Kinch Grove</i>	125	9	BAR
<i>Lewgars Avenue</i>	250	19	FRY
Totals	0.75	46	
Totals (not including reserve schemes)	5.91km	420	
(miles)	(3.67)		

Non-Principal B & C Roads - Major maintenance programme 2015/16

Carriageway Resurfacing	Length (m)	Estimated Cost (£k)	Ward
Sites to be prioritised based on survey results in 2014/15	TBD	150	-

Major resurfacing of short sections 2015/16

Short Sections of Carriageway Resurfacing	Length (m)	Estimated Budget (£k)	Ward
Sites to be prioritised during 2015/16	TBD	150	-

Principal (A Road) Maintenance Programme 2015/16 - funded by TfL

2015/16 Schemes will be identified by the results of a London-Wide Scanner Survey and to be funded by TfL. All schemes are subject to co-ordination with internal and external agencies.

Footway Improvements to be funded by Brent Capital Budget in 2015/16

Footway resurfacing 2015/16	Length (m)	Estimated Cost (£k)	Ward
Wembley Hill Road (Wembley Hill Road to Beechcroft Gardens)	610	181	PRE
Roe Green	840	247	FRY
Grasmere Avenue (College Road to Preston Road)	926	252	PRE
Cranleigh Gardens	600	152	KEN
Hardinge Road	966	242	BPK
Harrowdene Road (East Lane to Barley Close)	616	180	SUD
Riffel Road	724	197	DNL
Robson Avenue (West side only)	320	74	WLG
		1525	
Reserve schemes			
<i>Regal Way (Westward Way to Shaftesbury Avenue)</i>	958	264	KEN
<i>Chandos Road</i>	460	126	DNL
		390	
Totals (not including reserve schemes)	5.60km	1525	
	(miles)	(3.48)	

Other footway improvements 2015/16

Footway Improvements	Length (m)	Estimated Cost (£k)	Ward
Sites to be prioritised during 2014/15	TBD	150	-

Public Realm improvements 2015/16

Public Realm Improvements	Length (m)	Estimated Budget (£k)	Ward
Sites to be prioritised during 2014/15	TBD	150	TBD

WARD ABBREVIATIONS

<u>WARD</u>	<u>ABBREVIATION</u>
- ALPERTON	ALP
- BARNHILL	BAR
- BRONDESBURY PARK	BPK
- DOLLIS HILL	DOL
- DUDDEN HILL	DNL
- FRYENT	FRY
- HARLESDEN	HAR
- KENSAL GREEN	KGN
- KENTON	KEN
- KILBURN	KIL
- MAPESBURY	MAP
- NORTHWICK PARK	NPK
- PRESTON	PRE
- QUEENS PARK	QPK
- QUEENSBURY	QBY
- STONEBRIDGE	STN
- SUDBURY	SUD
- TOKYNGTON	TOK
- WEMBLEY CENTRAL	WEM
- WELSH HARP	WHP
WILLESDEN GREEN	WLG

APPENDIX C

**MAP OF PROPOSED CARRIAGEWAY AND FOOTWAY RESURFACING PROGRAMME
2014-16**

APPENDIX D

MAP OF PRINCIPAL AND OTHER CLASSIFIED ROAD NETWORK IN BRENT

APPENDIX E

DRAFT HIGHWAYS ASSET MANAGEMENT PLAN

LONDON BOROUGH OF BRENT

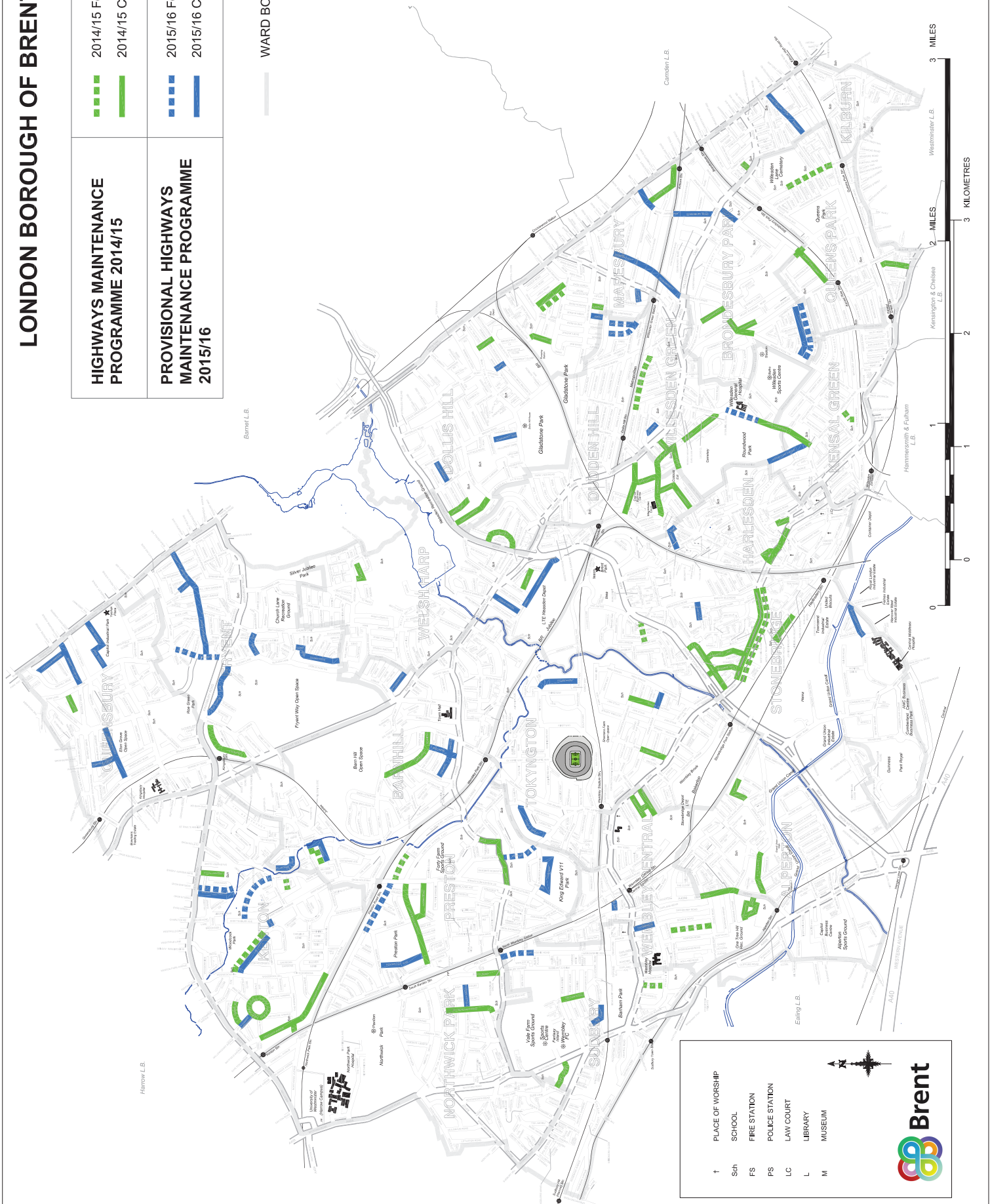
HIGHWAYS MAINTENANCE PROGRAMME 2014/15

-  2014/15 Footway
-  2014/15 Carriageway

PROVISIONAL HIGHWAYS MAINTENANCE PROGRAMME 2015/16

-  2015/16 Footway
-  2015/16 Carriageway





 WARD BOUNDARY



- † PLACE OF WORSHIP
- Sch SCHOOL
 - FS FIRE STATION
 - PS POLICE STATION
 - LC LAW COURT
 - L LIBRARY
 - M MUSEUM

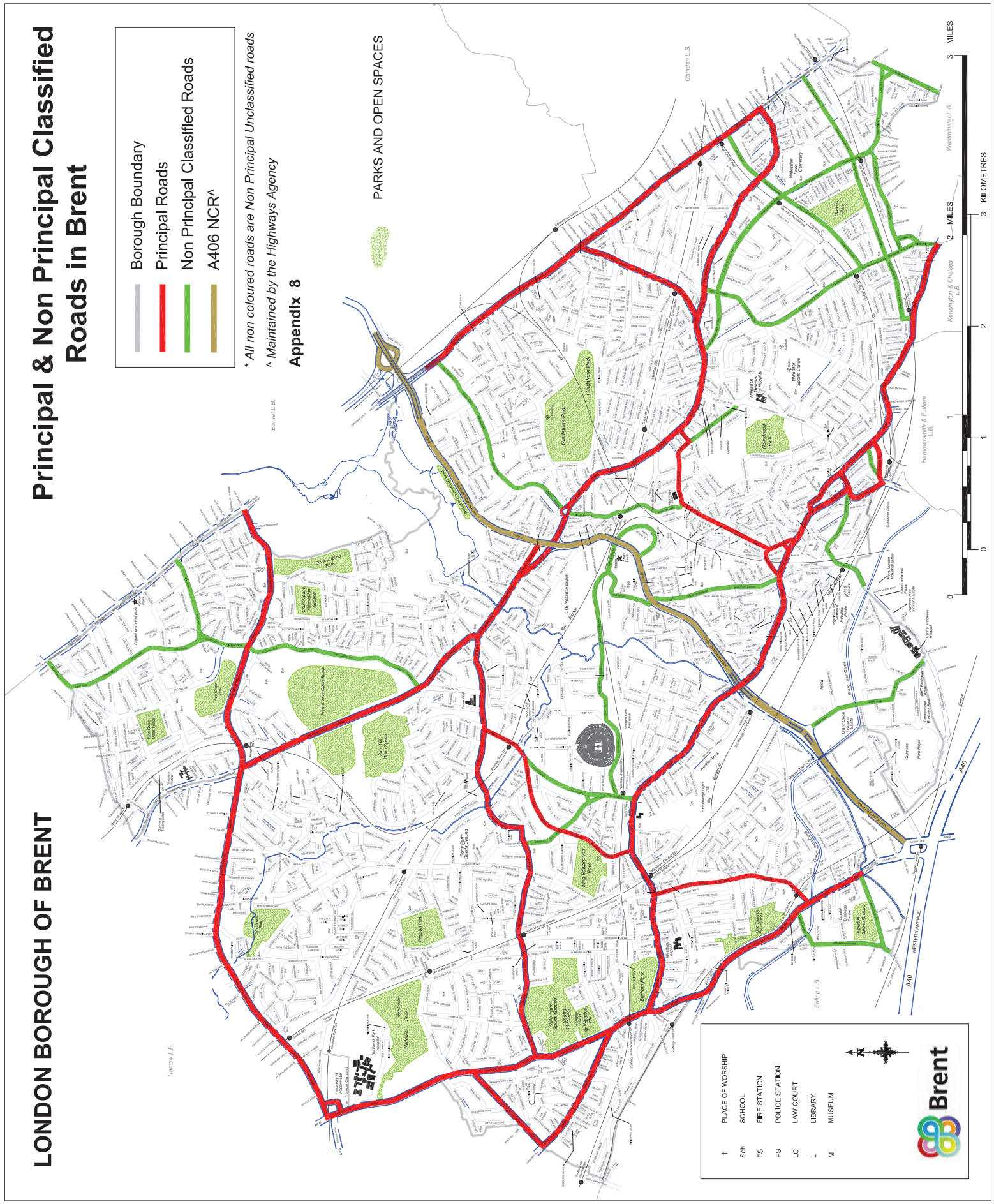


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	Borough Boundary
	Principal Roads
	Non Principal Classified Roads
	A406 NCR [^]

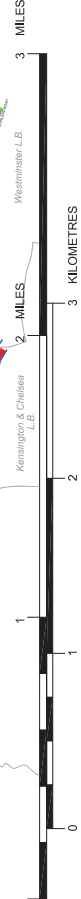
* All non coloured roads are Non Principal Unclassified roads Maintained by the Highways Agency
 ^ Maintained by the Highways Agency
Appendix 8

PARKS AND OPEN SPACES



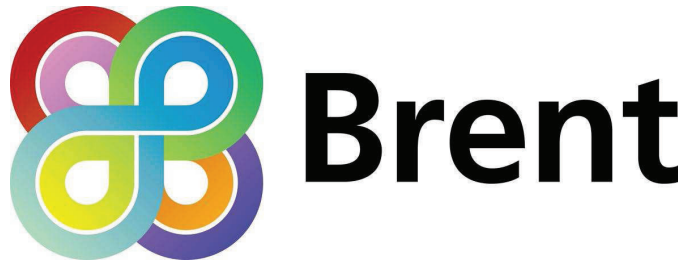
†	PLACE OF WORSHIP
Sch	SCHOOL
FS	FIRE STATION
PS	POLICE STATION
LC	LAW COURT
L	LIBRARY
M	MUSEUM



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DRAFT V4 10 Jan 14 - SUBJECT TO APPROVAL



Highway Asset Management Plan



EXECUTIVE SUMMARY

1.0 Highways Asset Management

- 1.1 What is an Asset?
- 1.2 Why use Asset Management?
- 1.3 Asset Management Principles
- 1.4 Lifecycle Planning for Brent's Assets

2.0 Brent's Highway Asset Management Plan

- 2.1 Supporting Corporate Objectives and Aims
- 2.2 Proposed Approach
- 2.3 Prioritisation of Works Programmes
 - 2.3.1 Prioritising Road Resurfacing / Preventative Maintenance
 - 2.3.2 Prioritising Footway Resurfacing
 - 2.3.3 Prioritising Drainage and Flood Schemes
 - 2.3.4 Prioritising Structural Maintenance
- 2.4 Managing and Monitoring HAMP Performance

3.0 HAMP Financial Plan 2014/15 onwards and Next Steps

- 3.1 2014/15 Budget Split
- 3.2 Next Steps - Future HAMP Development

Appendix A – HAMP Programme Prioritisation

Appendix B – Links to Corporate Strategy and Objectives

Appendix C – Performance Monitoring

EXECUTIVE SUMMARY

Brent's Highway Asset

The highway infrastructure asset is the most visible, well-used and valuable physical asset owned by the Council. The funding for the management of this asset is under continuous scrutiny, with increasing pressure from government and the public for transparency, accountability and more efficient use of the limited resources available.

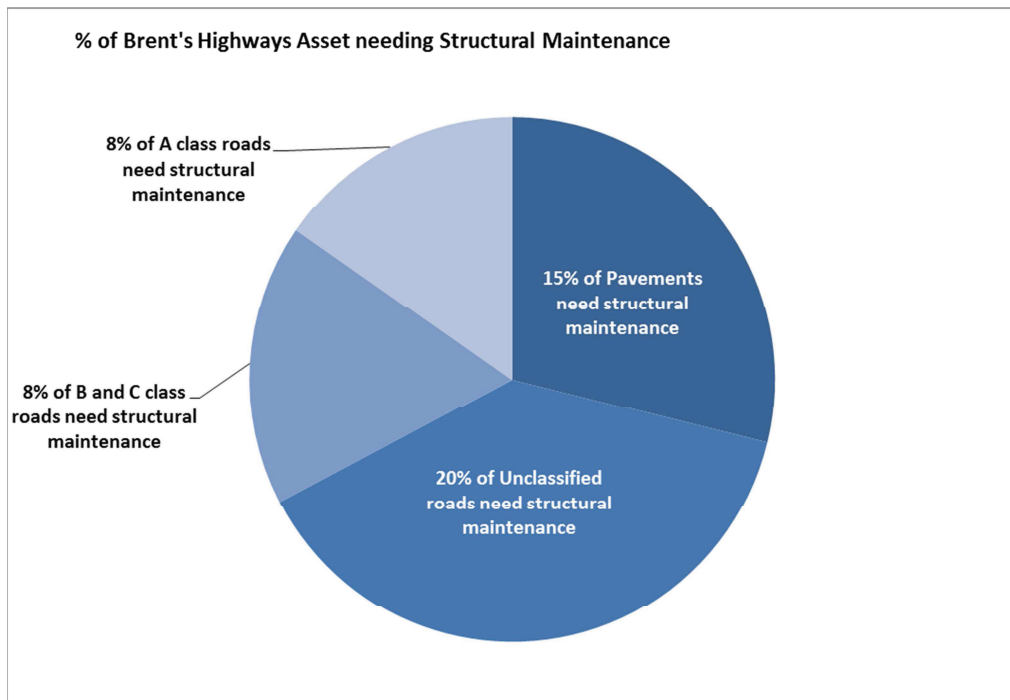
London Borough of Brent is responsible for:

- 🚦 504 km (315 miles) of roads;
- 🚦 847 km (529 miles) of pavements;
- 🚦 49 bridges and structures;
- 🚦 24,500 road gullies;
- 🚦 10,000 street trees; and
- 🚦 32,000 street lights and other illuminated street furniture.

The value of this asset is estimated at just over £1bn.

Current capital funding allows the resurfacing of approximately 8 miles of roads and 6 miles of footways every year; this means on average that we can expect roads to be resurfaced approximately every 38 yrs and footways every 84 yrs

With funding for highways maintenance being squeezed over many years, available resources have been insufficient to maintain the highway network to the level we would like. Currently the structural condition of Brent's roads is:



A fifth of Brent's residential roads and around a sixth of the most used pavements are in need of substantial maintenance.

Classified roads are in slightly better condition, but nearly one tenth of them still require structural maintenance.

As time goes on roads that are currently in good condition will deteriorate, just like any physical asset such as a house or a vehicle. To keep on top of the deterioration of our asset we must invest continually in maintenance.

We are unlikely to ever be in the position where we have enough money to maintain every road that needs work in a single year, so we have to make the best use of the resources we have to get the best results for our customers (our road users).

A New Approach for Brent

How we invest is critical to achieving the best outcome for our customers. Is the highway so poor that it might fail completely, or can it be repaired to extend its life before we have to do a full replacement? A good analogy would be to ask whether you should sand and re-paint window frames regularly, or wait until they rot and replace the whole window?

In a climate where budgets and resources are reducing, local authorities are facing significant challenges in deciding how to manage their assets effectively, including:

- Increasing public expectations for accessibility and availability of the highway network and for reliability of journey times;
- Increasing scrutiny, transparency, accountability and media exposure in delivering legal requirements, meeting stakeholder expectations and maintaining the engineering integrity of the network;
- Managing the impact of traffic growth;
- Severe financial constraints and clear messages of “more for less”, “sweating the asset” and “make the most of what you have” that create a culture for making best use of existing assets; and
- A move away from new highway infrastructure and making better use of an ageing network that may require significant investment to extend its useful life.

A systematic process is therefore needed to manage the highway asset. Asset management principles deliver that systematic approach.

Asset Management is a strategic approach that enables us to make decisions over what service we want to provide and what we can achieve within our budget limits. It enables us to identify the best allocation of resources for the management, operation, preservation and enhancement of highway infrastructure to meet the needs of current

and future customers. Asset management therefore supports business decisions and provides longer term financial benefits.

Brent's Highways Asset Management Plan

Brent currently adopts the “worst-first” approach to asset management. We identify the worst condition roads and develop a one year programme of road resurfacing and reconstruction.

This is easily understood by the public and members who see a road in poor condition and will see it as the council's duty to repair it. However, years of underinvestment and “worst first” strategies have got us to the point where we have an approximately £38m backlog of maintenance.

Our current approach assumes that over 20% of our unclassified network and nearly 10% of our classified network will remain in need of repair; we are effectively treading water to maintain our current position. Our backlog of maintenance will only reduce very gradually, and may even increase if funding levels are reduced.

We propose to increase the life span of our roads and reduce the percentage of roads in need of repair by balancing the “worst first” approach with a parallel programme of preventative maintenance. This will form the basis of our Highways Asset Management Plan. It will mean our annual maintenance programme will be divided between two distinct programmes of work;

1. Major resurfacing schemes; and
2. Preventative maintenance schemes.

We will develop a 2 to 3 year work programme of both major resurfacing and preventative maintenance from 2014/15 onwards. This will be the first step towards long-term programme development. To maximise the benefits a 10 year programme period is recommended. This is an aspiration we will work towards.

During 2014/15 we will introduce and implement an extended multi-year programme, with a view to further extending that programme as we start to develop a more comprehensive and refined picture of our asset condition.

The key question is how we will decide which roads should have preventative maintenance treatment and which we need to undertake major resurfacing works on?

We will initially utilise condition surveys to determine which roads will be suitable for preventative maintenance. For the 2015/16 programme and beyond, we will take account of a range of factors other than road condition in our decision making, such as corporate priorities, road safety records, road usage levels, bus routes, proximity to schools & colleges and footfall.

We already use a suite of performance indicators to monitor whether we are meeting required levels of service and we will continue to use these indicators to identify the success of the HAMP process.

HAMP Investment Plan

It is proposed to invest around 30% of the carriageway resurfacing budget in preventative maintenance over the next two to three years. This translates to around £420k per annum. 70% (around £1m) would be spent on major resurfacing works.

This assumes that the 2014/15 and 2015/16 budgets are maintained at £3.5m per year, as in 2013/14. If there is any reduction or increase in funding over coming years, the percentage splits will be applied to revised budgets.

The draft 2015/2016 programme will be reviewed and amended at the end of 2015 in light of condition survey data available at that time, and following application of more detailed prioritisation criteria and life cycle planning for individual road sections.

Summary of Benefits

The HAMP will deliver better value for money through adoption of a sensible and forward thinking maintenance plan. Our customers will see more miles of road maintained each year and have greater visibility as to the relative status of their roads. We will deliver more on the ground and help to meet many of our corporate and strategic transport objectives by doing so.

Next Steps

This HAMP is a flexible document, which will change over time, to suit evolving budgets and policies, and to reflect our progress in implementing whole life planning principles. A phased approach towards the development of the HAMP is proposed. Initially it will focus on the core highway assets (road resurfacing) but will subsequently evolve to cover the full range of assets and activities.

During 2014/15 we will further develop our approach to highways asset management by applying detailed assessment criteria agreed by the Executive and by expanding the scope of the HAMP to consider how the above assets could be managed using a whole-life planning approach.

It is proposed to bring a revised HAMP and long term programme to the Executive in early 2015.

1.0 Highways Asset Management

1.1 What is an Asset?

Highway assets include:

- The road surface and underlying structure
- The pavements
- Street trees
- Lighting Columns
- Bollards
- Drainage Gullies
- Street furniture
- Other highway assets include bridges, culverts, and drainage pipes that aren't necessarily visible to the highway user

London Borough of Brent is responsible for highway assets worth over £1bn, including:

- 504 km (315 miles) of roads;
- 847 km (529 miles) of pavements;
- 49 bridges and structures;
- 24,500 road gullies;
- 10,000 street trees; and
- 32,000 street lights and other illuminated street furniture.

Brent's Highway Infrastructure is one of the boroughs most valuable assets and it's therefore crucial that it's managed efficiently.

1.2 Why use Asset Management?

Like most Highway authorities, Brent are continuing to face significant and increasing challenges of insufficient budgets to "keep up" with the deterioration of our roads. We therefore need to manage our highway assets as efficiently and effectively as possible, i.e. to get the best possible result with the funding we have available.

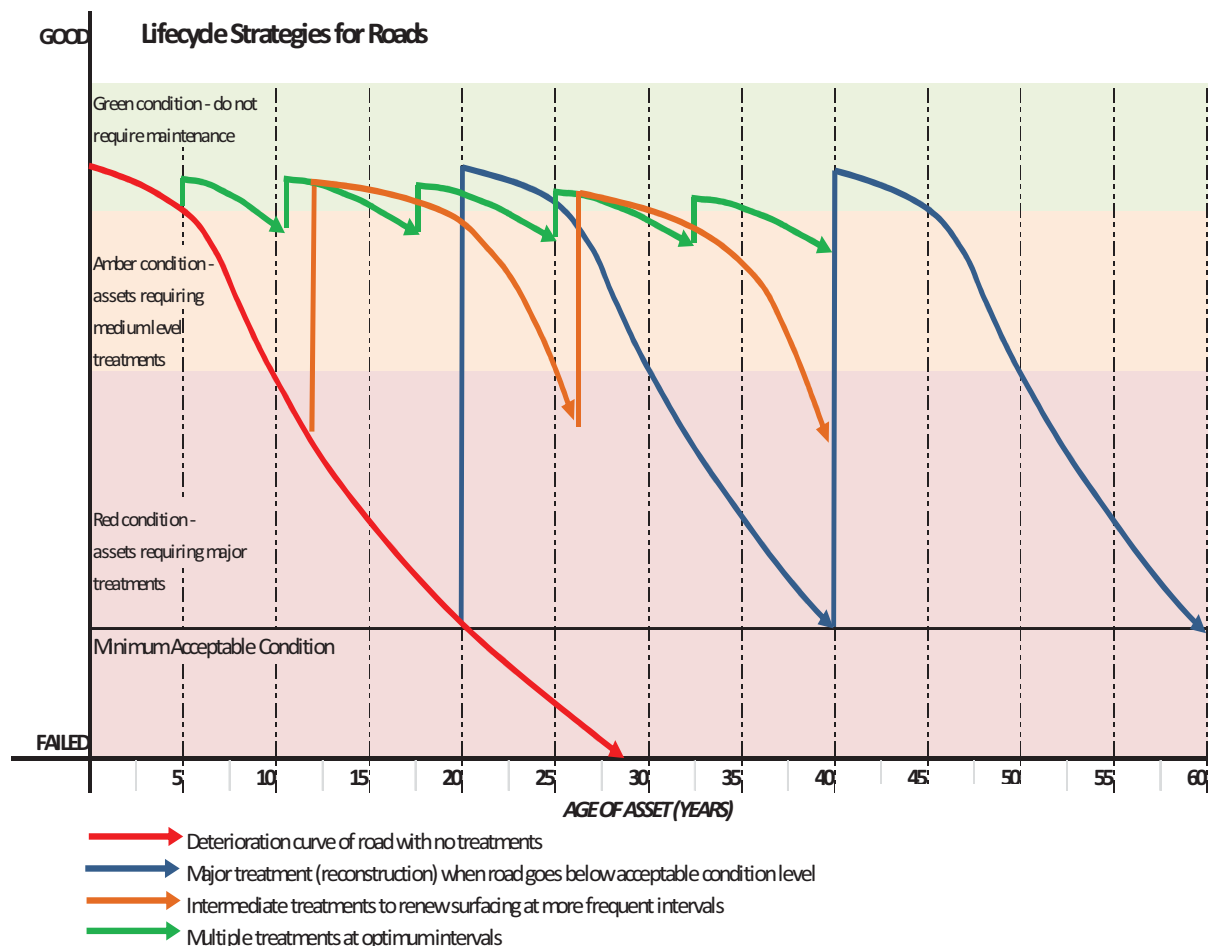
Brent's ageing highway network has an increasing backlog of required maintenance and renewal estimated at £38m. These challenges are exacerbated by increasing public expectations and growing volumes of users.

Asset management provides a structured and objective approach to the management and maintenance of Brent's assets. It is a performance-based approach to setting levels of service that takes account of what is important to customers, such as minimising disruption, improving the street scene and contributing to safety.

As time goes on, central government is increasingly stressing the need for objective asset management planning, and there are likely to be strong links to funding provision for authorities that adopt asset management planning principles.

1.3 Asset Management Principles

Essentially asset management is ‘looking into the future’ of the whole life of a particular asset. The following graph illustrates this principle:



The red line shows how a road deteriorates from when it is constructed.

- A road’s total life span is around 25 to 30 years;
- It deteriorates to the point where it needs surface reconstruction after around 10 years; and
- It reaches an unacceptable condition and needs full reconstruction after around 20 years.

Costs for major resurfacing works range from £170,000 per km for replacement of the top 100mm of the road surface to £90,000 per km for replacement of the surface layer (wearing course). Costs for preventative maintenance range from £50,000 per km for thin surfacing to £35,000 per km for surface dressing.

If you wait and reconstruct the road in full after 20 years it returns to its “new” condition and begins to deteriorate again over the next 20 years – this is the **Blue Line** approach shown on the graph. This is known as the “worst first” method, where you invest all funding into roads that are in a poor state of repair and need full or partial reconstruction.

If you resurface the road at the point where it requires major treatment – the **Orange Line** approach - you would resurface and repair every 10 to 15 years at a lesser cost of around £90k per km.

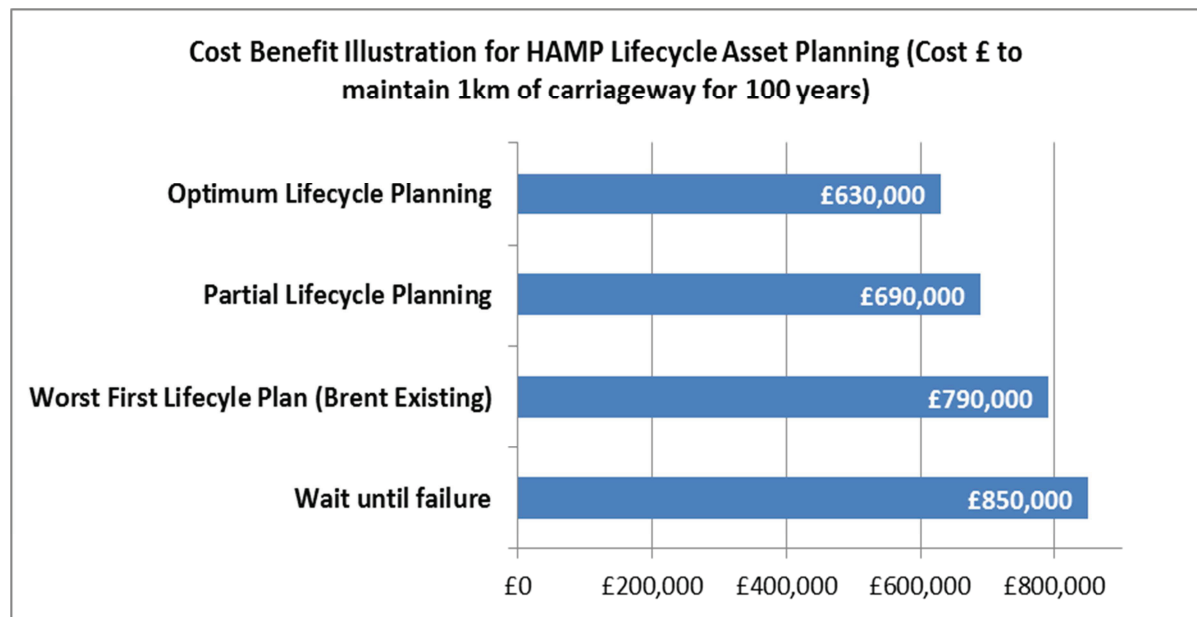
The **Green Line** approach shows how an optimum asset management strategy works. It involves a combination of regular thin surface repairs, which can range from around £35k per km for surface dressing to around £50k per km for thin surfacing.

A suitable analogy would be wooden window frame, which you can either leave to rot and replace after 5 to 10 years, or sand and repaint every 2 years or so, extending the life of the frame considerably.

This approach has cost benefits in terms of the whole life investment costs. The following example shows how the maintenance of a 1km section of road can be planned in different ways.

Lifecycle planning cost model examples		Wait until failure	Worst First Lifecycle Plan (Brent Existing)	Partial Lifecycle Planning	Optimum Lifecycle Planning
AGE OF ASSET (YEARS)	5				£35,000
	10		£90,000	£50,000	£35,000
	15				
	20	£170,000		£50,000	£90,000
	25		£90,000		
	30			£50,000	£35,000
	35				£35,000
	40	£170,000	£170,000	£170,000	
	45				£90,000
	50			£50,000	
	55		£90,000		£35,000
	60	£170,000		£50,000	
	65				£35,000
	70		£90,000		
	75			£170,000	£170,000
	80	£170,000	£170,000		
	85			£50,000	£35,000
	90				
	95		£90,000	£50,000	£35,000
	100	£170,000			
TOTAL COSTS		£850,000	£790,000	£690,000	£630,000

Costs therefore decrease notably when lifecycle planning methods are introduced:



Significant savings could therefore be realised over time by adopting lifecycle planning over the “worst first” method.

1.4 Lifecycle Planning for Brent’s Assets

The lifecycle planning strategies shown in Section 1.2 are not fixed options. They do however illustrate how a variety of maintenance plans can be applied to the management of highway assets.

Before optimum lifecycle strategies can be developed for Brent it will be necessary to determine the baseline condition of all of our highway assets along with the likely deterioration of those assets given their age, usage and sub-structures (i.e. the surface they were built on).

It should be noted that the “worst-first” approach to asset management is easily understood by the public and members, who identify a road in poor condition and will see it as the council’s duty to repair it. They understand that simply fixing individual potholes is not as good a solution both aesthetically and in terms of a cost effective strategy as carrying out a ‘proper’ repair. In the highways sector however, years of underinvestment and “worst first” strategies have got us to the point where we don’t have the money to repair everything.

Roads are constructed in layers, with a sub-base, further asphalt “base” courses (layers) and a top “wearing course” layer, which is relatively thin and is of a higher quality. It is the wearing course that protects against skidding and prevents water getting into the sub-surface road layers and damaging them.

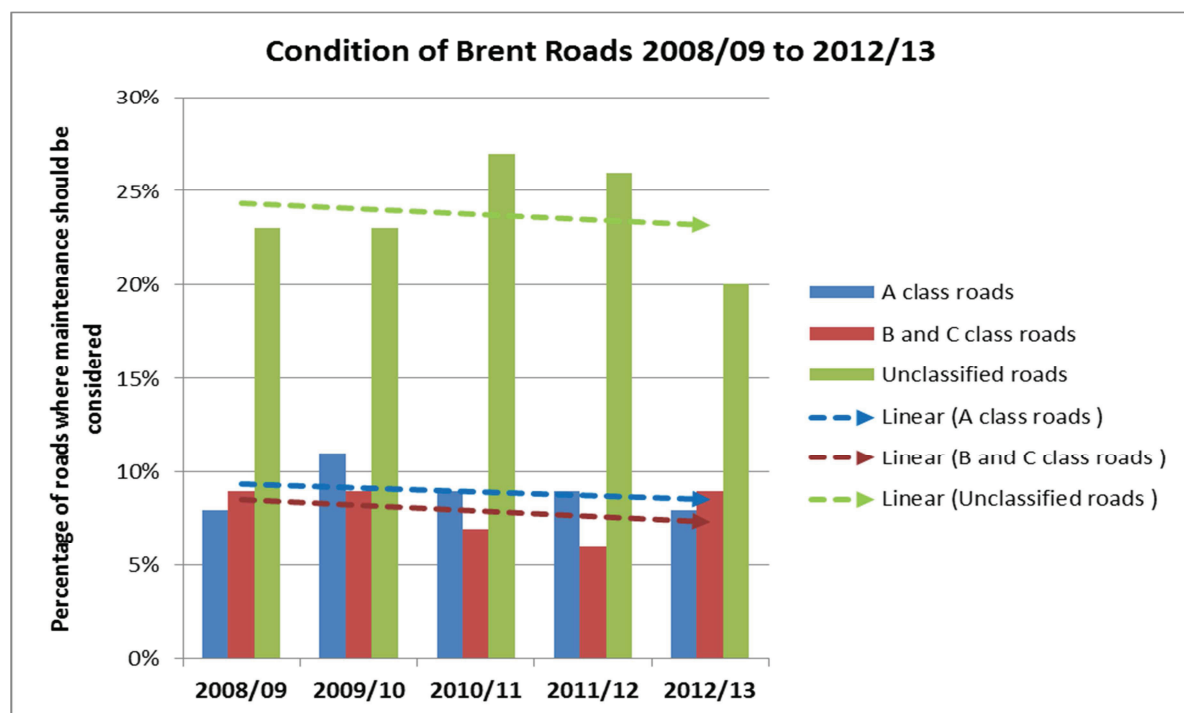
The structure of the road is therefore all of the layers that make up that road, but particularly the lower layers, which must be in good condition to keep the road level and safe. There are therefore two broad categories of road that need repair:

- A. Those that are structurally unsound, i.e. where the sub-surface is collapsing causing major slumps and tell-tale surface cracking – these need major resurfacing works at a cost of around £90 to £170k per km, depending on the level of damage; or
- B. Those where the surface is aging and brittle and needs to be water sealed and/or needs improved skid resistance – these can be given a preventative treatment at a cost of around £35 to £50k per km by using surface dressing or thin surfacing.

In the latter case, the road condition beneath the surface may actually be good, but to the road user’s perspective these are often considered to be the poorest roads.

We currently assess the condition of our roads through annual condition surveys. These surveys indicate where the road is structurally unsound as well as where the surface quality is poor.

Despite the general squeeze on funding in recent years, current funding appears to be sufficient to maintain roads and footways in a relatively steady state, with the trend showing a very gradual improvement in road condition over the past 5 years:



Although we can maintain road condition in a relatively stable state, we are unable to significantly reduce the estimated £38m backlog in asset maintenance. Our current approach therefore assumes that over 20% of our unclassified network and nearly 10% of our classified network will remain in need of repair; a backlog of maintenance that will only reduce very gradually and which may even increase if funding levels are further cut.

We propose to increase the life span of our roads and reduce the percentage of roads in need of repair by moving away from the “worst first’ approach currently adopted and implementing a programme of preventative maintenance. This will form the basis of our Highways Asset Management Plan.

2.0 Brent's Highway Asset Management Plan

2.1 Supporting Corporate Objectives and Aims

This Highway Asset Management Plan (HAMP) takes the strategic aims and objectives from Corporate and Community Strategies, the Local Implementation Plan (LIP) and departmental plans and links them with legal requirements and best practice. **Appendix B** illustrates how the plan will support and assist to deliver those strategic objectives.

2.2 Proposed Approach

We will move away from our historic method of delivering reactive “worst first” highway maintenance programmes so that we can begin to apply whole-life planning principles. This will mean that:

1. We will identify roads that are currently in very poor condition and are in need of structural repair for full resurfacing / reconstruction; and
2. We will identify roads that have poor surface / ride quality but which are structurally sound and which can therefore be treated with lower-cost thin surfacing to extend their working lives.

Initially we propose to implement Partial Lifecycle Planning, involving development of a programme of thin surfacing treatments on roads that are not necessarily in the worst condition, but where investment now will extend their lifecycles and reduce costs in the long-term. There are other advantages in adopting this approach:

- It will enable us to deliver longer term planning for budgetary purposes and for planning of works programmes; and
- It will deliver a more efficient and cost effective highways service with managed and intelligent stewardship of the highways asset.

We will increase the life span of our roads by identifying the point at which we can refresh the road surface to prevent more serious defects developing. On these roads we will replace the thin surface layer and fix areas where the road structure is damaged.

This means that our annual maintenance programme will be divided between two distinct programmes of work;

1. Reconstruction schemes and
2. Preventative maintenance schemes.

The method by which we will select road reconstruction or preventative maintenance schemes is described in Section 2.2, along with our proposed method of dividing our current capital maintenance budget.

We initially propose to develop a 2 to 3 year work programme of both structural and preventative maintenance from 2014/15 onwards. This will be the first step towards long-term programme development, as to maximise the benefits of highways asset management the programme should cover the maximum period possible. At least a 10 year period is recommended; and this is an aspiration we will work towards. Only by projecting forward the anticipated need over a long period of time can the best whole life options be identified.

During 2014/15 we will therefore introduce and implement an extended multi-year programme, with a view to further extending that programme as we start to develop a more comprehensive and refined picture of our asset condition through assessment of each road in terms of its age, condition, usage and hence its “whole-life” cycle.

As thin surface treatments are cheaper than full resurfacing, we estimate that up to 2 more miles of roads can be treated each year. It should therefore be noted that customers will see more miles of road maintained each year as a result of the adoption of whole life planning principles, although many of our worst performing roads may not be maintained whilst we begin to invest in preventative treatments.

Our footway programme (pavement resurfacing) will not be impacted by this approach as Brent’s footway asset is largely constructed in paving slabs. Preventative maintenance for footway repairs is therefore limited to reactive defect repairs until such time as a footway deteriorates so badly, and requires ongoing and continuous repair, that it must be fully replaced. Thin surfacing treatments cannot be used unless we move away from the use of paving slabs to introduce asphalt surfacing.

2.3 Prioritisation of Works Programmes

The key question is how we will decide which roads should have preventative maintenance treatment and which we need to undertake full structural repairs on.

We have a backlog of around £38m of highway maintenance works; therefore we need to get the balance right between investment in replacement and investment in preventative works.

At present, using the “worst first” approach, our maintenance budgets are prioritised and allocated based on condition surveys for the following road hierarchies:

- 1) **A-Road (Principal Road)** maintenance is prioritised on the basis of London-wide condition surveys commissioned by TfL (note that Principal Road maintenance is funded by Transport for London. It is not proposed to apply preventative maintenance principles to the principal road network as the programmes need to be developed and agreed with TfL, who do not currently adopt whole life planning principles).

- 2) **B & C Roads** – Roads in need of maintenance are identified and prioritised from the results of an annual independent network condition survey along with a process of engineering inspections and assessments.
- 3) **Unclassified Roads** – Brent undertakes network condition surveys annually for a proportion of the network, with full coverage obtained every 3 to 4 years. This process identifies sections of the unclassified road network requiring improvement.

The annual network condition surveys undertaken for the above road hierarchies generate condition scores for the road surface, structure and edge defects. These scores are combined into an overall structural condition score.

Under the HAMP process, we will initially utilise condition surveys to determine which roads will be suitable for preventative maintenance.

Roads with high structural scores will be prioritised for the major resurfacing scheme programme. We will then list roads with low structural defect scores, i.e. with few underlying structural problems but high levels of surface defects. These roads will form a first draft preventative maintenance programme for “Thin Surfacing” treatments.

For 2014/15 we will therefore develop a draft programme through ranking road condition surveys and application of local knowledge of key corridors, usage levels and road functions.

For the 2015/16 programme and beyond, as part of the HAMP programme development process, we will take account of a range of factors other than road condition in our decision making, such as corporate priorities, road safety records, road usage levels, bus routes, proximity to schools and colleges, footfall etc.

2.3.1 Prioritising Major Resurfacing / Preventative Maintenance

From 2015/16 onwards we will adopt the maintenance programme prioritisation criteria described in **Appendix A**, where priority is determined by allocating scores under various headings. In summary, this process will involve assessment of the following:

- ✓ **Carriageway Condition** – we will allocate the highest scores based on condition survey data obtained historically and part-refreshed annually.
- ✓ **Network Hierarchy** - rather than using classifications we will adopt use of a network hierarchy based on highways maintenance needs; which will give us the opportunity to take account of the actual highway maintenance needs of roads, which can be greater (or less) than their road classification would otherwise indicate.
- ✓ **Risk** – we will prioritise potential risk to public and take account of varying rates of deterioration between safety inspection visits. We will also assess collision history, in particular information regarding numbers of collisions involving loss of control or skids.
- ✓ **Value for Money** - we will aim to split the budget between preventative maintenance schemes and structural based schemes in order to achieve a cost

effective balance of preserving roads that have not yet fully deteriorated and fixing those that have.

We may deviate from the absolute priority order where, for instance, a section of road in relatively good condition may be resurfaced if it is on a street where the rest of the road needs maintenance and it would be illogical, or impractical, not to resurface the whole street.

We will also take into account any roads that are nominated for inclusion i by Councillors and/or maintenance engineers.

2.3.2 Prioritising Footway Resurfacing

It has been noted that our footway programme (pavement resurfacing) will not use preventative maintenance techniques as these cannot be applied to slab surfacing, which is predominant within Brent. However, our current practice when we replace footways is to maximise their lifespan by strengthening footway edges to reduce the likelihood of vehicle overrun damage.

We wish to ensure that our footway maintenance programme is developed in a transparent and objective manner therefore prioritisation for 2014/15 will be carried out using the results of condition surveys of the high usage network plus survey results for those footways which have been nominated for inclusion in the survey programme by Councillors and/or maintenance engineers.

From 2015/16 we therefore propose to adopt a prioritisation process for footway schemes as set out in Appendix A and as summarised below:

This process will involve assessment of the following:

- ✓ **Footway Condition** – we will allocate the highest scores based on footway network surveys and engineers visual assessment surveys.
- ✓ **Network Hierarchy** – this will be defined by footfall, location and function and will fall into one of four categories – Cat 1 to Cat 4, with Cat 1 being a very busy town centre area.
- ✓ **Risk** – we will assess risk by taking account of rates of deterioration through numbers of defects recorded and repaired.
- ✓ **Value for Money** - the budget will not be split between preventative maintenance and (structural) needs based schemes as the overwhelming majority of Brent's footways are concrete slabbed and do not deteriorate in the same way as bituminous surfaces do

2.3.3 Prioritising Drainage and Flood Schemes

Brent is developing a detailed Flood Risk Strategy for publication in 2015. This document will set out the key issues and a long term plan for Brent to manage surface drainage and

address flooding / wet-spot issues. In the interim a prioritisation process will be adopted for drainage and flood alleviation schemes as shown in Appendix A.

There are approximately 24,500 road gullies in the borough. These are being cleaned as part of a cyclic maintenance programme procured through the new London Highways Alliance Contract (LoHAC). The cleaning cycle includes:

- 3,300 high-priority (regularly blocking) gullies cleaned every six months;
- 1,300 medium-priority gullies cleaned each year; and
- 14,100 gullies cleaned every eighteen months as part of a rolling programme.

There are occasions where cleaning will not resolve surface water flooding problems and gullies and drainage pipes will require replacement. To determine relative priorities for flood alleviation schemes scores will be allocated based on the hierarchy of the impacted road along with a variety of other factors, including:

- ✓ **Risk** – whether there have been any collisions or injuries as a result of flooding events;
- ✓ **Property Impacts** – whether a property has suffered internal flooding; one off events or recurring.
- ✓ **Social and Economic Impacts** – whether flooding impacts on critical services or infrastructure, including key footways; and
- ✓ **Miscellaneous Factors** – such as foul sewage discharge, emergency services concerns, claims costs, exceptional frequency levels.

2.3.4 Prioritising Structural Maintenance

The Council are responsible for 53 highway structures, including 38 bridges and; 15 culverts. The majority of Brent highway structures are small features spanning brooks.

Prioritisation for maintenance of structures is administered through the London Bridge Engineering Group (LoBEG). Funding for bridge maintenance is allocated by TfL through LoBEG, and they are currently reviewing the pan-London programme prior to confirming funding in early 2014.

Brent will undertake regular inspections of all highway structures and report the outcomes of those surveys to LoBEG for assessment against all other structural assessments within the Region and wider London area.

2.4 Managing and Monitoring HAMP Performance

Performance Measures will be used to monitor whether we are meeting required levels of service through the HAMP process.

Performance Indicators (PI) have already been defined and are reported upon both monthly and quarterly, as shown in **Appendix C**. These PIs comprise a mixture of corporate and national targets.

Previously used national indicators for highway condition allow comparisons with other highway authorities as well as identifying trends. Therefore, even though many of the PI are no longer reported, they form a good measurement tool.

3.0 HAMP Financial Plans 2014/15 onwards and Next Steps

3.1 2014/15 Budget Split

The 2014/15 to 2016/17 capital programme will apply asset management principles by introducing a programme of preventative maintenance alongside a major resurfacing scheme programme.

It is proposed to adopt the following funding split between major resurfacing and preventative maintenance over the next two to three years:

Percentage Allocation of Highways Capital Maintenance Budget	% of Brent capital Budget		
	2013/14	2014/15 to 2016/17 provisional	Value (£m)
Footways			
Major footway improvements	44%	44%	1,525
Other footway improvements	4%	4%	150
Public realm improvements	3%	3%	125
Sub-total	51%	51%	1,800
Carriageways			
Major resurfacing unclassified roads	38%	28% ¹	980
Preventative maintenance works	0	12% ²	420
Major resurfacing of B & C Class roads	4%	4%	150
Major resurfacing of short sections	4%	4%	150
Sub-total	46%	48%	1,700
Contingencies for TfL schemes	3%	0 ³	
Total	100%	100%	3,500

This assumes that the 2014/15 and 2015/16 budgets are maintained at £3.5m pa, as 2013/14. If there is any reduction or increase in funding over coming years, the percentage splits shown will be applied to revised budgets.

¹ Represents c70% of 1.7m carriageway resurfacing budget

² Represents c30% of 1.7m carriageway resurfacing budget

³ Contingencies to be managed within given budgets from 14/15 onwards

The draft 2015/2016 programme will be reviewed and amended at the end of 2015 in light of condition survey data available at that time, and following application of prioritisation criteria described below.

Initially preventative maintenance investment will represent 30% of the total annual budget for carriageway resurfacing, which will be in the region of £400k assuming a £3.5m pa capital maintenance budget. Approximately £1m will be invested in full resurfacing of the worst roads identified by condition surveys.

This 70/30 split has been calculated by assessing the proportion of the roads network requiring preventative maintenance against that proportion requiring major resurfacing works.

It will be adopted for the 2014/15 financial year and is subject to review as the HAMP process is refined and expanded to incorporate prioritisation processes described in Section 2.0 and Appendix A.

3.2 Next Steps - Future HAMP Development

This HAMP is a flexible document, which will change over time, to suit evolving budgets and policies, and to reflect our progress in implementing whole life planning principles.

A phased approach towards the development of the HAMP is proposed. Initially the HAMP will focus on the core highway assets (road resurfacing) but will subsequently evolve to cover the full range of assets and activities, such as car parks, public transport infrastructure, travel awareness & utility. Assets to be incorporated within a comprehensive HAMP will include:

- Roads;
- Carriageways, Edge of carriageway (kerbs, channels etc) Paved central reserves & islands;
- Safety Fences, Road markings/studs, Traffic Calming and Road Humps, Pedestrian Crossings (Zebra), Roundabouts, Crossovers, Anti-skid surface;
- Footways & Cycle Routes;
- Footway Surface, Cycleway Surface;
- Bridges, Culverts >1.5m, Cuttings & Embankments, Footbridges;
- Drainage - Gullies, Culverts, Piped Highway Drainage, Surface boxes & ironwork;
- Public Right of Way;
- Footpaths, PROW Structures, Signs, Gates;
- Street Lighting;
- Lamp Columns, Illuminated signs;
- Grass Verges/Trees;
- Signs & Other Street Furniture;
- Non-illuminated signs & parking signs, Pedestrian guardrails, Bollards & removable bollards; and
- Benches, Street nameplates.

During 2014/15 we will further develop our approach to highways asset management by applying detailed assessment criteria agreed by the Executive and by expanding the scope of the HAMP to consider how the above assets could be managed using a whole-life planning approach.

The following table describes the actions that will be taken to further develop and refine Brent's asset management strategy:

Next Steps	Timescale	Comments
Develop detailed maintenance programme for 14/15 onwards	Feb 14	Report to Executive in February 14
Identify data gaps and agree performance framework	Mar 14	Identify what we need to fully understand our highway asset condition and refine process by which we identify the split between preventative and structural maintenance in the long term.
Identify other asset types that could benefit from whole life planning	Jul 14	Set up working groups with asset owners. Review and extend scope of HAMP as required.
Draw up" Lifecycle Management Plans"	Oct 14	Prepare lifecycle plans for the network to ensure that the asset delivers the requisite level of service over its full expected life at the minimum cost
Develop and apply detailed prioritisation criteria	Oct 14	Develop long list of all roads and road sections in Brent and apply prioritisation matrix and criteria as described in Appendix A.
Update HAMP	Nov 14	Update HAMP document to incorporate analyses undertaken during 2014 along with details of other assets to be included within Plan.
Develop long-term maintenance programme	Nov 14	Prepare long-term HAMP maintenance programme
Annual review	Feb 15	Prepare progress report for Executive and report proposals for long-term programme development.

Appendix A – Maintenance Programme Prioritisation

The following illustrates how we will decide which roads we will prioritise for our long term works programmes:

Carriageway Resurfacing

Highway Maintenance/Improvement Issues

Condition	Score
Road Condition Index (RCI) [A,B,C Network]	Max 200
Coarse Visual Inspection (CVI) [Unclassified Network]	Max 200
Engineers Visual Assessment	Max 278

Network Hierarchy

Hierarchy of road - Highway Maintenance Network	Score
HMN 1	100
HMN2	100
HMN3	50
HMN4a	25
HMN4b	10

Currently road hierarchy is taken into account in capital prioritisation by using the road classification of A, B, C roads (the classified road network) and U roads (the unclassified road network). “Well Maintained Highways” advocates the use of a network hierarchy based on highways maintenance needs; in practice, often the hierarchies mirror each other but the Highway Maintenance Network hierarchy gives us the opportunity to reflect the actual highway maintenance needs of roads which can be greater (or less) than their road classification would otherwise indicate.

Risk

Prioritise potential risk to public and take account of varying rates of deterioration between safety inspection visits

Risk	Score
SCRIM (surface skid resistance surveys)	100
Skid Accidents	40
Claims history	100
Number of reactive gang visits to repair pothole defects	Max 100*

Value for Money

We will aim to split the budget will ideally be split between preventative maintenance schemes and structural based schemes in order to achieve a cost effective balance of preserving roads that have not yet fully deteriorated and fixing those that have.

As is the case now, we will deviate from the absolute priority order where for instance, a section of road in relatively good condition may be resurfaced if it is on a street where the

rest of the road needs doing and it would look odd, or be impractical, not to resurface the whole street.

Footway Resurfacing

Maintenance/Improvement Issues

Condition	Score
Footway Network Survey (FNS)	Max 200
Engineers Visual Assessment	Max 200

Network Hierarchy

Hierarchy of footway- Highway Maintenance Network	Score
Footway Cat 1	100
Footway Cat 2	50
Footway Cat 3	25
Footway Cat 4	10

Risk

Prioritise potential risk to public and take account of varying rates of deterioration between HSI visits

Risk	Score
Claims history	100
Footway construction defects recorded 1-5	10
Footway construction defects recorded 6-20	25
Footway construction defects recorded 21-50	50
Footway construction defects recorded 51-100	100

Value for Money

Budget will not be split between preventative maintenance and (structural) needs based schemes. The overwhelming majority of Brent's footways are concrete slabbed. They do not deteriorate in the same way as bituminous surfaces do

Drainage Scheme Prioritisation

Highways Maintenance/Improvement Issues

N/A for Wetspots – Drainage Assets often unknown

Network Hierarchy (Only applies to Highway wetspots with a status of “Current”)

Hierarchy of Road	Points	Score Type
HMN 1	40	S
HMN 2	20	S
HMN 3	10	S
HMN 4a	5	S
HMN 4b	5	S

S = Single: one time score per Wetspot

C = Cumulative: multiple scores allowed per wetspot

Estimated Max score = 200

Risk (Applies to all wetspots)

Safety	Points	Score Type
Confirmed injury due to/exacerbated by wetspot	150	S
Confirmed accident due to/exacerbated by wetspot	30	S
High Risk of Accident	15	S
Property flood	Points	Score Type
Internal Property Flood	35	C
Recurring Internal Property Flood	50	C
Single External Property Flood	5	S
Multiple External Property Floods	10	S
Involvement of vulnerable person(s) with internal property flood	30	S
Social & Economic impact	Points	Score Type
Affects Access to/Functionality of Critical Services or Infrastructure	50	S
Major Economic or Social Impact (State Reason)	30	S
Causes major congestion and/or restricts access to schools	15	S
Complete flooding of footways	5	S

Miscellaneous	Points	Score Type
Foul Sewage Surcharge	30	S
Report of Safety Issue from Emergency Services	30	S
Flooding persists for a significant time after rainfall has stopped (Y/N)	20/1	S
Claims/Excessive cost on callouts	20	S
Exceptionally Frequent Flooding (To be agreed at annual meetings)	Total score X 1.5	Multiplier

Value for Money

The budget will used prioritised needs based schemes and more minor schemes that could prevent more significant work being required later on.

Appendix B – Links to Corporate Strategy and Objectives

Brent Council's Corporate Strategy 2010-2014 is designed to drive forward service excellence, urban regeneration and community cohesion. Through the priorities detailed below LBB is focused on enhancing the quality of life for everyone who lives or works in Brent.

The council's corporate strategy has been developed in line with the community strategy commitments and is designed to support its values by improving service excellence, urban regeneration and community cohesion. It is focused on enhancing the quality of life for everyone who lives or works in Brent.

Brent's Corporate Priorities have been developed following detailed discussions with local communities, service users and partners in the public, private and voluntary sectors. They reflect the issues that are of most concern to local residents and regularly feature in consultation findings and Area Consultative Forums.

The Corporate Strategy Report, "Brent – Our Future 2010 – 2014". The report details those issues and are summarised the following:

One Borough - Creating a sustainable built environment that drives economic regeneration and reduces poverty, inequality & exclusion

One Community - Providing excellent public services which enable people to achieve their full potential, promote community cohesion and improve our quality of life

One Council - Improving services for residents by working with our partners to deliver local priorities more effectively and achieve greater value for money from public resources

Brent's Corporate Priorities have been endorsed by the borough-wide partnership – the Brent Local Strategic Partnership. This partnership has adopted the Brent Our Future 2010-2014 as the framework for our collaborative work over the next four years. These three priorities underpin our recently signed Local Area Agreement (LAA). The LAA is an agreement between the council, local partners and the government on the local priorities for joint-working within the borough. The council will play an important role in leading the Brent Local Strategic Partnership, delivering real improvements with our partners for our residents.

Step 2 – Identify Service Objectives

The following step is to identify a set of meaningful service objectives for Brent.

For this HAMP, service objectives were identified during a workshop with the Asset Management Steering Group, Key Stake holders and Members.

Service Objectives identified for Brent are:

- Provide a safe street environment
- Quality of service & Value for Money
- Availability & Accessibility of the Street Network
- Quality of Street Scene
- Sustainability
- Improve Customer Service/Customer Charter

A proposed definition or coverage of these service objectives is presented below:

[Provide a safe street environment](#)

This Level of Service will ensure and improve the safety of all users, reduce the number and risk of accidents and ensure new schemes contribute to crime reduction.

This service level promotes street environment that is safe for all users in terms of both minimising the likelihood of being involved in an accident and personal safety and security.

Quality of service & Value for Money

This Level of Service measures our responsiveness and our overall performance in delivering our services.

This Level of Service will aim to improve the economy and efficiency of service delivery by adopting an Asset Management approach that provides Value for Money.

Availability & Accessibility of the Street Network

This level of service reflects the effectiveness of the street network in as a means of transport for all users, and the effectiveness by which alternative means of transport are promoted.

This Level of Service reflects the commitment to provide fair access for all customers to the services provided by LB Brent (Highway & Transport Delivery and Safer Streets Units for example) through the provision of facilities for disabled people at pedestrian crossings.

This Level of Service will ensure and improve network availability for all users, including the need for servicing and delivery and availability of space for essential users. Ensure and improve accessibility to services for all users.

Quality of Street Scene

This Level of Service will aim to improve the quality of the streetscape and physical environment and maintain in a good state of repair

This service level is a reflection of the overall appearance and quality of the street environment to users and residents and to local businesses.

Sustainability

This Level of Service represents the ability to meet the needs of the present without compromising the ability of future generations to meet their needs by adopting a whole life approach that considers and compares alternative strategies, e.g. recycling materials, energy reduction, proactive maintenance and distribution of goods and services

This Level of Service will promote and encourage more sustainable forms of transport, e. g. walking, cycling and buses, and promote developments that reduce the need to travel.

Improve customer service

This Level of Service will improve customer satisfaction with the service and improve consultations and feedback with customers, respond more effectively to enquiries and complaints and involve customers in decisions where appropriate

This service level recognises that the provision of information to the public is an important part of our role.

Brent is committed to providing quality public services and seeks to ensure that it provides value for money and efficiency in all areas. Brent has implemented a Customer Charter for Brent Planning Service.

Step 3 – The link between corporate priorities and customer expectations with service objectives

The next step is to link the Corporate Priorities and Customer Expectations with the Service Objectives identified.

Link with Corporate Priorities

Corporate priorities were defined following extensive consultation and local needs analysis. Brent is committed to ensuring that the wishes of the people of Brent are delivered. Services and initiatives are delivered ever more in partnership with other public agencies and private and voluntary sector organisations.

Discussions and opinions were challenged by interactive exercises during a workshop seeking Officers views on how strongly service objectives contribute to Corporate Priorities. Key levels of contribution were described as High, Medium, Low or Not Applicable.

Table 5.1: Contribution of Levels of Service to London Borough of Brent Executive Priorities shows the level of contribution that each service objective makes to the Community Strategy Priorities.

Officers focus their priorities in promoting a road environment that is safe for all users in terms of both minimising the likelihood of being involved in an accident, personal safety and security and providing a service based on good condition and structural integrity of the different elements of the highway network infrastructure, showing commitment to provide fair access for all customers to the services provided by LB Brent.

The top three service objectives are:

- Provide a safe street environment
- Quality of Service & Value for Money
- Availability & Accessibility of the Street Network

Link with Customer Expectations

The council has conducted a residents' attitude survey at least once every three years since 1990 and it has been our key mechanism for measuring resident perception of the council and services it provides. Brent residents have given a very public vote of confidence to Brent Council in the 2009 Brent Residents Attitude Survey. In an independent survey conducted by Ipsos MORI, more than 2240 local people were asked for their views about the council and its services. The findings provided Brent with an accurate picture of the priorities and satisfaction of residents to inform our development of the new Corporate Strategy 2010-2014. .

The services that residents said were priorities for improvement, in order of importance, are listed below:

- Providing more activities for teenagers
- Road & Footway Repairs
- Street Cleanliness
- Reducing traffic congestion
- Reducing levels of crime
- Improving Road and pavement repairs

Step 4 – Define desired Levels of Service

Levels of Service are composite indicators that reflect the social, environmental and economic goals of the community and therefore describe the quality of services provided by the highway asset for the benefit of the customers.

Determining desired levels can be seen as determining 'outputs'. It is essential that they accurately reflect the service needs and aspirations of stakeholders rather than only perceived needs or best practice in an engineering sense. It is important to remember that the outputs must reflect the needs and priorities of customers and will not replace engineering judgement, when required.

Levels of Service have been identified to deliver high customer satisfaction, grouped in order of priority for service objectives:

Provide a Safe Street Environment

- Brent will make travel easier and safer for motorists, pedestrians, cyclists and people with disability and will seek to minimise accidents.
- Brent will provide good street lighting for safety, navigation, security and walking, by means of improving street lighting and CCTV. Where it may present a risk, we will repair faulty street lights as a matter of urgency.
- Brent will target for a road network with low crash and injury rates.
- Brent will manage road works safely while minimising disruptions to road users.
- Brent will maintain the network in optimum condition
- Brent will support enforcement and education programmes that target unsafe, unacceptable behaviour

Quality of Service / Value for Money

- Brent will optimise resources with regard to costs by using appropriate materials for asset preservation
- Brent will ensure traffic signs and marking are easy to see and understand.
- Brent will minimise disruption to road users when carrying out work on the highway.
- Brent will determine its investment by optimal decision processes in terms of when and how much money is spent on highway maintenance.

Availability and Accessibility of the Street Network

- Brent will provide a street network that offers choices for travel and is available to the whole community.
- Brent will prioritise the needs of disabled people and those with mobility difficulties.
- Brent will manage disruptions to ensure traffic flows are not affected.
- Brent will ensure that the transport system is reliable and travel times are predictable and that traffic control systems are designed to improve traffic flow.

Quality of Street Scene / Appearance of Street

- Brent will maintain roads, footways, pedestrian crossings and any public space in a good condition.
- Brent will repair, as a matter of urgency, any defect likely to cause personal injury or damage to property.
- Brent will maintain a tidy and safe clean street network by removing litter, graffiti, fly-posts and abandoned vehicles
- Brent will implement an optimum maintenance strategy.
- Brent will improve the urban environment through a selected programme road enhancement and urban aesthetic projects.

Sustainability

- Brent will manage all assets with respect for current and future generations.
- Brent will implement a campaign for school travel plans.
- Brent will maximise the use of recycled aggregates in highway works.
- Brent will make sure highway drains are clean and are operating efficiently.
- Brent is investigating the possibility of introducing a dimming and/or trimming regime for street lighting apparatus.
- Green energy supplies are utilised for powered apparatus

Improve Customer Service

- Brent will keep its customers well informed about its activities.
- Brent will respond promptly to customer queries and complaints.
- Brent will seek to ensure that people are satisfied with the quality of the highway service.
- Brent will carry out a public consultation surveys to define appropriate levels of service. The community will be involved during this process.

Appendix C – Performance Monitoring

The Transportation Service measures its performance against a series of indicators, which are measured either monthly, quarterly or annually. The following extract lists those indicators that would be directly impacted by the adoption of highways asset management principles, and which would be used to measure performance against the Plans objectives.

Transportation Performance Indicators 2013-14

Indicators Reported Monthly

Reactive maintenance	PPI 13	Urgent road defects repaired
Reactive maintenance	PPI 14	Urgent footway repairs completed
Reactive maintenance	SPI 15	Footway repairs completed
Reactive maintenance	SPI 16	Carriageway repairs
Reactive maintenance	SPI 18	Gulleys regularly cleared
Traffic Manager	SPI 24	Personal injury claims received and processed
Traffic Manager	PPI 25	Personal injury claims successfully refuted
Reactive maintenance	SPI 27	Maintenance expenditure

Indicators Reported Quarterly

Planned maintenance	PPI 28	Principal and non-principal classified network resurfaced
Planned maintenance	PPI 29	Unclassified road network resurfaced

Planned maintenance	PPI 30	Footway upgrade programme completed
Planned maintenance	PPI 31	Progress against all programmed road resurfacing

Indicators Reported Annually

Service Level	PPI 36	Road Safety - All Casualties
Service Level	PPI 37	Road Safety - All Killed or Seriously Injured
Service Level	PPI 38	Road safety - Child KSI

Asset Management	SPI 39	Principal classified road network requiring structural maintenance
Asset Management	SPI 40	Non-principal classified road network requiring structural maintenance
Asset Management	SPI 41	Unclassified road network requiring structural maintenance
Asset Management	SPI 42	Footway network where structural maintenance required

Planned maintenance	SPI 43	Cost control of projects
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Executive
17 February 2014

**Report from the Director of
Regeneration and Growth**

Wards Affected:
ALL

**Housing Revenue Account (HRA) Budget 2014/15 and Rent
Proposals for Council Dwellings for 2014/15**

1.0 Summary

- 1.1 This report presents to Members the Housing Revenue Account (HRA) forecast outturn for 2013/14 and the draft HRA budget for 2014/15 as required by the Local Government and Housing Act 1989. Members are required to consider these budget estimates and the associated options, taking account of the requirement to set an HRA budget that does not show a debit balance at year end, and in particular Members need to consider and agree the level of HRA dwelling rents and service charges for 2014/15.
- 1.2 The report includes recommendations to increase HRA dwellings rents for 2014-15 by an average 4.39% per week per dwelling and to increase service charges by 3.2%. Overall the proposed combined increase for both rent and service charges will be an average increase of 4.32% or £4.88 per dwelling per week. This overall increase includes a 3.2% uplift for inflation (in line with the rent restructuring formula). The real terms increase is therefore 1.12%, based on the September RPI on which the formula is predicated, or slightly over 2% based on the most recent Bank of England forecasts.
- 1.3 The report also includes proposals for setting the rent and service charge levels for 2014/15 for the non HRA Brent Stonebridge dwellings.

2.0 Recommendations

It is recommended that Members:-

- 2.1 Note the HRA forecast outturn 2013/14 (Appendix 1 Table 1).
- 2.2 Agree the savings/budget reductions for 2014/15 as set out in paragraph 3.48.3.
- 2.3 Agree the HRA budget growth for 2014-15 of £3.740m as set out in paragraph 3.48.4.
- 2.4 Approve an average overall rent increase (excluding service charges) from April 2014 of £4.67 per week, which is an average overall increase of 4.39%, as set out in further detail in paragraphs 3.23 to 3.29.
- 2.5 Agree to increase HRA Council Dwelling service charges from April 2014 by 3.2%, which is an average increase of £0.21 per dwelling per week.
- 2.6 Approve the proposals for the HRA budget for 2014/15 as set out in Table 1 on Appendix 1 of this report and agree that they be included in the overall Budget for 2014-15 for approval by Full Council on 3 March 2014.
- 2.7 Agree an average overall rent increase from April 2014 of £4.53 per dwelling per week on the Brent Stonebridge Dwellings, which is an average overall rent increase of 3.7% as set out in paragraph 3.62.
- 2.8 Agree to decrease the service charges on the Brent Stonebridge Dwellings from April 2014 by an average of 11.4% or an average of £1.01 per dwelling per week as set out in paragraph 3.64.

3.0 Detail

- 3.1 This report addresses the budgets associated with the Council's Housing Revenue Account (HRA). The HRA contains the income and expenditure relating to the Council's Landlord duties in respect of approximately 8,445 dwellings. These dwellings are statutorily accounted for separately from the Council's other services / activities which generally form part of the Council's General Revenue Fund.
- 3.2 The HRA has regulations that differentiate it from the General Fund. The current basis of HRA regulations were introduced in April 1990 as a result of the Local Government and Housing Act 1989. These regulations set out the framework for the operation of the HRA. The HRA budget for 2014/15 has also been compiled on the basis of the HRA self financing framework, which was introduced in April 2012.

- 3.3 The HRA is a 'ring-fenced' account receiving no subsidy from the Council's General Fund nor subsidising the General Fund. Whilst the ring-fence position is clear, this does not mean that there are no financial transactions between the HRA and General Fund. For example, transactions between the accounts include central costs (representing the proportion of activities undertaken by non-HRA staff that should be attributed to the HRA).
- 3.4 The Council's average weekly rent for 2013/14 is approximately £106.45 (excluding service charges). This takes account of the 3.74% average increase that was previously agreed in setting the 2013/14 rent levels. The Council's rent setting policy has been to adopt the Government's rent restructuring policy (that is the government's policy of influencing rent setting principles so that rents both in the council and 'Registered Social Landlords' (RSLs) sectors converge). Under this policy, rents are due to converge in 2015/16 (note that the Government is consulting on proposed changes to rent policy for social housing from 2015).
- 3.5 The Council's housing stock continues to reduce and in 2014/15 it is estimated that it will reduce by a further 260 dwellings, comprising 42 'Right to Buy (RTB) Sales', and 218 planned demolitions (South Kilburn). The Council's total housing stock is forecast to be 8,185 by March 2015.
- 3.6 The HRA Budget report for 2013 noted the implementation of the council's Tenancy Strategy and the range of welfare reforms. The following paragraphs provide an update on further change implemented during 2013.
- 3.7 The Executive approved the council's Tenancy Strategy in July 2012, setting out the approach to the Affordable Rent programme and use of fixed term tenancies by the council and other social housing providers. As noted in the last HRA budget report, these changes also required a review of the council's Allocation Scheme. This review has now been completed and phased implementation of the new scheme began in October 2013. The main changes include the introduction of a residence qualification applying to applicants on the Housing Register, which require either residence or employment for a set period in Brent before an applicant can be eligible to bid through the Locata choice-based lettings system. Band D on the Locata system is now treated as an inactive band, since it contains households with no identified housing need; although able to register, applicants in this band are not eligible to bid other than in exceptional circumstances. In addition, the scheme gives additional priority to working households through the award of notional additional years of waiting time. Note that the majority of transfers – for example, management transfers – take place outside the allocation scheme and are only covered if the tenant also has a reasonable preference (i.e. a recognised housing need) as defined by regulation.
- 3.8 In response to the social sector size criteria, usually referred to as the bedroom tax, additional priority has been given to affected households who wish to move to a smaller property, in addition to existing incentive schemes, where rates have been raised.

- 3.9 Consultation on a revised Housing Strategy has now completed and officers intend to submit the document to the Executive for approval in March 2014. The revised strategy has been drafted in response to the issues noted above and to the draft London Housing Strategy published by the Mayor in November 2013. At the same time, work is underway on an Employment Strategy for the borough, which will work in tandem with the Housing Strategy to ensure that links between housing and employment are strengthened.
- 3.10 This report also contains rent increase proposals for the 332 dwellings that transferred, following a ballot, from the Stonebridge Housing Action Trust (HRA) to Brent Council in August 2007. These dwellings are maintained outside the HRA, in the General Fund, and the rent increase proposals for these dwelling are separate from the consideration of the main HRA budget, and are set out from paragraph 3.54 below.

Reform of Council Housing Finance 2012

- 3.11 A new HRA self financing system for Council Housing was implemented in April 2012.
- 3.12 Under HRA self financing, the Council's HRA continues to be a ring-fenced account for the income and expenditure for Council dwellings, but the housing subsidy system was abolished and replaced by self financing (in exchange for a one off repayment of a proportion of debt).
- 3.13 HRA self financing is intended to allow local authority landlords to support their own stock from its own rental income.
- 3.14 The stated objectives of self financing are:-
- To give local authorities the resources, incentives and flexibility they need to manage their own housing stock for the long-term and to drive up quality and efficiency; and
 - To give tenants the information they need to hold their landlord to account, by replacing the current opaque system with one which has a clear relationship between the rent a landlord collects and the services they provide.
- 3.15 Rent policy – The Government have assumed under self financing that local authorities follow national rent policy. This will include:
- The existing formula rent;
 - The existing guideline rent – which converges with the formula rent by 2015/16, and then follows that with rent increases of RPI plus 0.5%;
 - A limit on individual rent increase of RPI plus 0.5% plus £2; and

- Continuation of the existing HB limit rent, where the limit rent will be set and increased in line with national policy, and rent charged above the limit rent cannot be recovered by HB subsidy.

The Department for Communities and Local Government consulted in the period October – December 2013 on proposed changes to rent policy for social housing from April 15. The main proposed change is to move from annual increases in weekly rents of Retail Price Index (RPI) + 0.5% + up to £2 for social rents, to increases of Consumer Price Index (CPI) + 1%. The outcome following consultation is awaited.

- 3.16 Borrowing Limit – in order to ensure that borrowing is affordable nationally, each local authority was set an HRA borrowing limit under self financing, and it will not be possible for that limit to be exceeded. Where a local authority's Housing Capital Financing Requirement (HCFR) is less than the limit set for self financing valuation, a headroom to increase borrowing under self financing will be created. The government determinations for self financing set out that Brent's borrowing limit will be £199.291m. As our HCFR is estimated to be £140.598m on 1 April 2014, we will have an estimated head room to increase borrowing of approximately £58.693m. The Executive agreed in November 2013 (HRA Asset Management Strategy report) to borrow up to £20.6m under the HRA prudential regime, to be used by March 2016. In the Autumn statement 2013, the Government announced that it will increase the funding available for new affordable homes, by increasing local authority Housing Revenue Account borrowing limits by £150 million in 2015-16 and £150 million in 2016-17, allocated on a competitive basis, and from the sale of vacant high-value social housing – further details on this is awaited.
- 3.17 Depreciation and Impairment – For depreciation, as part of the implementation of HRA self-financing, the Government recognised that Councils will need time to implement component based depreciation (an assessment of the cost of replacing or renewing all the time limited components of the stock plus an amount for the fabric of the building) and therefore they agreed a five year transitional period under which councils may choose to use as a minimum, the uplifted Major Repairs Allowance in the self financing valuation as the figure for depreciation. The draft HRA budget for 2014/15 includes £15.461m for depreciation comprising £10.259m from the self financing settlement valuation and a further uplift of £5.091m. Officers consider the proposed budget sum for depreciation reasonable. For HRA Impairment, under the transitional period, Councils will be able to reverse out any impairments as a below the line adjustment. There is a significant risk for depreciation and impairment after the 5 year transitional period as any increases will hit the HRA bottom line.
- 3.18 Treasury Management - The abolition of the Housing Subsidy system meant that Councils had to allocate existing borrowing costs at 1 April 2012 between the HRA and the General Fund. Any new HRA borrowing costs will be attributed to the HRA in line with proper accounting practices.

HRA Business Plan

- 3.19 The HRA business plan provides long term financial forecasts of the effects of the council's HRA spending, investment and rent-setting decisions, based on the authority's current income, expenditure and investment expectations. This hard data is combined with key assumptions on how costs and incomes might change in future to produce projections of what the authority can reasonable expect to happen, using the best available information.
- 3.20 The HRA business plan has been aligned with the HRA asset management strategy. This shows that the HRA continues to be viable over 30 years. Officers will continue to keep the HRA 30 year Business Plan up to date.

HRA Asset Management Strategy

- 3.21 The HRA Asset Management Strategy was approved by the Executive in November 2013. This strategy sets out a long term approach to the maintenance and development of the Council's housing in order to best meet its housing objectives. The HRA Asset management strategy encompasses plans for:-
- Stock investment – to improve and maintain the condition of the existing housing stock;
 - Stock Reform – to raise the performance and improve the balance of the stock to better align with housing demand;
 - Development – to provide additional affordable housing to increase the capacity to meet housing need; and
 - Rent Policy – to provide the income required to fund the investment in existing and new council homes.
- 3.22 The HRA Asset Management Strategy specifically sets out proposals for:-
- An indicative five year capital budget of £86m for stock investment;
 - An initial programme for the development of between 75 and 100 new affordable homes within the HRA;
 - Ringfencing Capital Receipts from the Disposal of HRA stock and replacement receipts arising from RTB sales for the development and acquisition of affordable housing (subject to annual approval through the capital programme)
 - Further examination of approaches to maximise the provision of new affordable housing with the intention of being able to develop one thousand affordable homes, including replacement homes, from 2014-2022; and
 - An additional HRA borrowing of up to £20.6m under the HRA prudential regime, to be used by March 2016

Rent Restructuring and Rent Setting 2014/15

- 3.23 The Department for Communities and Local Government (CLG) continues to implement rent restructuring in 2014-15. Whilst it remains the responsibility of

the Council to set rents, there is strong encouragement to set them in accordance with the 'national formula'. For 2014/15 rent setting purposes, the date for convergence under rent restructuring continues to be 2015/16 and the methodology is the same as used in 2013/14 but with factors rolled forward one further year.

- 3.24 For 2014/15, under the national formula, rents will increase at an individual level by 3.2% (Retail Price Index at September 2013) *plus* 0.5% real increase *plus* 1/2 towards the target rent. At an individual level, rent increases will be limited to an increase of no greater than 3.2% plus 0.5% plus £2, and will also be subject to the following rent level caps by bed size:

Size	Cap £
0	138.50
1	138.50
2	146.64
3	154.80
4	162.94
5	171.07
6	179.23

- 3.25 The rent proposals for 2014-15 in this report follow the National Rent Restructuring formula, and this is in line with the policy agreed by the Executive in November 2013 when considering the HRA asset management strategy. This means that Brent's overall average rent for 2014/15 should increase by 4.39%.

The following table analyses the amount of rent decrease/increase in £1 bands, and shows the number of tenants effected within each of those bands:-

Banding	No
Below £-2	36
Between £-2 and £-1	7
Between £-1 and £0	56
Between £0 and £1	130
Between £1 and £2	640
Between £2 and £3	767
Between £3 and £4	1,198
Between £4 and £5	1,474
Between £5 and £6	1,147
Between £6 and £7	2,962
Between £7 and £8	55
Total	8,472

- 3.26 Rents can also be expressed in terms of increases in rents by property size as demonstrated in the table below:-

No of Beds	Average % increase
0	1.84%
1	3.53%
2	4.73%
3	5.08%
4	5.15%
5	5.15%
6	5.12%

3.27 The table below is an analysis of the rents, (using rent restructuring policy) by percentage band, showing the number of properties and the average weekly increase/ (decrease) in cash terms. The average overall rent rise for 2014/15 is £4.67 or 4.39% per week. Sixty six per cent of tenants receive some form of Housing Benefit.

Band	No of Properties	Ave increase in £ per property	Rental Increase over Previous Yr
Below -4.50%	1	(8.78)	(457)
-3.5% to -2.50%	8	(3.28)	(1,364)
-2.5% to -1.50%	29	(2.25)	(3,388)
-1.5% to 0%	61	(0.41)	(1,307)
0% to 1%	130	0.49	3,338
1% to 2%	283	1.59	23,396
2% to 2.5%	530	1.89	52,135
2.5% to 3%	404	2.75	57,669
3% to 4%	1,520	3.49	275,733
4% to 5%	1,382	4.61	331,024
5% to 6%	4,035	6.19	1,299,170
6% to 7%	84	4.94	21,572
7% to 8%	3	2.73	425
8% to 9%	2	2.79	290
Total	8,472	4.67	2,058,234

3.28 Dwelling Relets – Since April 2012, in order to escalate the move to target rents, the relet rent on a new occupancy (except all internal transfers, successions, assignments and mutual exchanges) are set at the target rent for that dwelling.

3.29 The Department for Communities and Local Government consulted in the period October – December 2013 on proposed changes to rent policy for social housing from April 15. The main proposed change is to move from annual increases in weekly rents of Retail Price Index (RPI) + 0.5% + up to £2

for social rents, to increases of Consumer Price Index (CPI + 1%). The outcome following consultation is awaited.

Welfare Reform

- 3.30 The recent Welfare Reforms included a number of significant implications, both for social rented sector landlords and for their tenants which were intended to reduce people's reliance on benefits and encourage a back to work culture. The provisions included:
1. Universal Credit
 2. Direct payment of housing benefit to tenants
 3. Changes to non-dependant deductions
 4. Under-occupation
- 3.31 To date provisions 3 and 4 have been introduced, and although BHP has managed to maintain the income collection rate, there are a number of underlying trends in individual rent accounts which are a cause for concern. Although the target date for the complete implementation of Universal Credit and Direct Payment of 2017 still stands, the phasing of their implementation is still unclear.
- 3.32 BHP are continuing to work on their revised Action Plan and are looking at ways in which they can reach those tenants most at risk from the changes. The current work which is being undertaken is as follows:
- Maintenance of a welfare reform/early intervention team;
 - Continued analysis of affected tenants;
 - Communication with affected tenants including letters, factsheets, visits, and surgeries;
 - Presentations to tenants groups;
 - Restructure of the income collection function; and
 - Review income management procedures.
- 3.33 As at the end of November 623 council tenants were affected by the under-occupation changes, and in this group arrears have grown since the end of March 2012 by 60%. 15% of these tenants were previously in credit on their rent accounts and have now moved into arrears.
- 3.34 The continuing impact of the national economic conditions, and the ever-changing group of affected tenants, has not yet had a material impact on the levels of debt, however, this is being kept under review. The HRA budget for 2013-14 included £200k for BHP's welfare reform team, and the budget for 2014-15 assumes that this funding will continue.

Brent Housing Partnership (BHP) Management Fee

- 3.35 The Council's Housing stock is currently managed by Brent Housing Partnership (BHP), which is an Arms Length Management Organisation and was established in 2002. The original management agreement between the Council and BHP expired in September 2012, but in line with the decision of the Council's Executive on 16 July 2012 the original agreement has been

replaced by a new long term management agreement which expires on 31st March 2023.

- 3.36 The agreement between the Council and BHP requires each year that a management agreement fee is negotiated and agreed. The fee has to be consistent with delivery plan requirements and the general requirement to reduce operating costs on a year by year basis. In general terms the management fee negotiations have been based upon 2% to 3% efficiency savings including pro rata reductions based upon loss of stock under management which has enabled continuous reductions in the management fee and helped BHP to manage future risk in a coherent manner. Under the management agreement the risk for changes to employer pension contributions remains with the Council. For 2013/14 the rate for BHP was 17.8% and the budgeted rate for 2014/15 is 18.8%. The contributions are expected to increase from April 2014 due to the triennial actuarial review.
- 3.37 BHP's accounts have until 2010/11 been published in accordance with the United Kingdom General Accepted Accounting Practice (UK GAAP). Following on from BHP becoming a Registered Social Housing Provider on 1st April 2011, their accounts have been produced under the Statement of Recommended Practice (SORP) 10. The BHP accounts to 31st March 2013 received an unqualified audit opinion.
- 3.38 The 2013/14 management fee took account of the recommendations of the ALMO optimisation project undertaken as part of the review of the management agreement. This project led to agreed schedule of savings and targets as set out below:
- To deliver top quartile financial performance in relation London housing providers;
 - To save a minimum 13.6% over four years based on the following split;
 - 2012- 2013 8-10%
 - 2013- 2014 3%
 - 2014 – 2015 3%
 - To achieve a minimum 10% budget reduction for all other special services including repairs and maintenance over a 5 year period, based on a 2.5 percentage point increments from year 2 (2013/14) onwards;
 - To maximise the efficiencies associated with the co-location of the ALMO with the Council in the new Civic Centre from 2013 onwards; and
 - To achieve these efficiencies without having a negative effect on service quality and customer satisfaction.
- 3.39 The table below sets out how BHP has performed against the target of reducing back office costs in line with the targets set out above. It should be noted that this level of savings is over and above the reductions each year in the management agreement in relation to stock loss which have averaged around 3%. As can be seen the majority of these savings have been achieved with £40,000 worth of savings planned for 2015/16. The Board of BHP are currently working with the new leadership team to establish a fit for purpose structure and setting action plans to ensure that the targets set out paragraph 3.38 in relation to being top quartile performance in all areas are

being met. A large procurement exercise is also underway which is expected to reduce repairs and maintenance costs in future years.

Year	Efficiency/ Stock Loss Savings £000	Optimisation Savings £000	Percentage of Optimisation Savings Achieved	Saving £000	Cumulative Saving £000
2012/13	233	698	10%	931	931
2013/14	221	214	3%	435	1,366
2014/15	247			247	1,613
2015/16	230	40	0.6%	270	1,883
Total	931	952	13.6%	1,883	

Excluded from the table about are £340k savings which have been delivered in 2014-15 as a result of BHP moving into the Civic Centre.

- 3.40 BHP budgets each year to generate a surplus, however the accumulated surpluses are negated through accounting requirements concerning pension liabilities (IAS19) and the revaluation of acquired properties as required by SORP 10. Surplus cash, with the consent of the Council, has been invested, on a temporary basis, in support of BHP's acquisition strategy (that materially assists the Council with its housing priorities).
- 3.41 As at 31st March 2013, BHP's revenue reserves were £5.7m but after deducting a £19.2m pension deficit reserve, the net reserves are a negative £13.4m. BHP also has loans outstanding with the Council to the value of £41m as at April 2013 relating to Granville New Homes and the Settled Homes Initiative. BHP needs to generate sufficient resources each year to be able to repay these loans.
- 3.42 BHP has sought to plan for budget reductions and savings to reflect stock loss and efficiency savings on an annual basis and to be in a position to anticipate the financial climate rather than respond to changes on an ad hoc uncoordinated basis. This allows BHP to ensure that all changes are managed in such a way that performance and service quality are not put at risk as savings are made.
- 3.43 The BHP management fee for 2014-15 will be based on the provisions set out in the new management agreement, which will be in place from April 2013.

Risks

- 3.44 BHP has a risk management strategy that identifies the Board's significant risks and is regularly reported to the board. As part of the development of the budget, officers have sought to consider the main associated risks in relation to the HRA. These risks are set out below:-

- 3.44.1 Performance on rent collection has remained on target, even through the period of economic uncertainty. However, as outlined in the Welfare Reform section, there are still concerns surrounding the introduction of direct payment to tenants. As a result the HRA budget for 2014-15 assumes the funding for the BHP Welfare Reform team will continue.
- 3.44.2 The recovery of Leaseholder Service Charges (Major Works) also remains a challenge for officers and compliance with legislation is often difficult. In addition there are often differences between tenants and leaseholders in respect of works undertaken. For instance work to a communal area may well be considered favourably whilst a leaseholder may view such expenditure as not strictly necessary under the lease and thus not recoverable.

HRA Forecast Outturn 2013/14

- 3.45 A summary for the forecast outturn for the HRA for 2013/14 is contained on Table 1 on Appendix 1. It can be seen that the 'surplus carried forward' to 2014/15 is forecast to be £511k which is £111k more than the surplus of £400k that was budgeted. This additional £111k will be available to support one-off expenditure in the 2014/15 budget.
- 3.46 Table 2 on Appendix 1 sets out the detailed forecast outturn. The major variances are as follows:-
- Rental Income - Following a detailed review of income from Council tenanted dwellings, Officers now forecast that rent income in 2013/14 will be £766k less than budgeted. This is mainly due to decanting of dwellings at South Kilburn and Barham Park. This forecast includes the impact of short life properties in regeneration areas.
 - Leaseholder Service Charges Income £470k - Income from leaseholders in 2012-13 (re health and safety works) did not continue into 2013-14.
 - Housing Repairs and Maintenance £-550k – mainly relates to additional income from leaseholders relating to Major Works.
 - General Management - this expenditure budget is forecast to underspend by £417k. This includes a number of favourable variances including increased Right to Buy administration income, reduced management fees, and a review of water rates.
 - Special Management- This expenditure budget to forecast to overspend by £170k and relates to the allocation of charges between the HRA and general fund re communal areas.
 - Rent and Rates – A one off charge of £364k is forecast in 2013-14 due to an under provision for insurance in the 2012-13 HRA.

- Provision for Bad Debts £-300k – increase in arrears due to welfare reform is lower than originally forecast
- HRA surplus brought forward – the final audited HRA for 2012/13 showed a surplus of £2,586k, which exceeded the budget of £1,972k by £614k. The main reasons are variances relating to repairs and maintenance expenditure, rental income from Housing dwellings, provision for bad debts, income from investment income, interest charge, general management cost, and cost of providing landlords services, such as electricity.

Draft HRA Budget 2014/15

- 3.47 In considering the budget estimates for 2014/15, Members need to consider the policy and legislative framework within which the estimates have been formulated.
- 3.48 Estimates have been compiled on the basis of the Council's corporate guidance for budget preparation and on the basis that the spending budgets should be adjusted in relation to the stock numbers. The advantage of this approach (which ignores fixed costs) is that managers are able to reduce their expenditure on a planned basis. The budget as set out on table 1 on appendix 1 has specifically been prepared on the basis as set out in the following paragraphs:-
- 3.48.1 Allowance for inflation – Budgets have been prepared on an outturn basis and include an allowance of 1% for pay. The budget for the Employer's Superannuation Contributions for BHP staff has been increased from 17.8% to 18.8% to reflect an estimated increase from the actuarial review although the level of increase remains subject to confirmation. For non pay price rises, a general increase of 0% has been used, except for repairs, cleaning, grounds maintenance, and gas servicing which have been increased in line with the inflation provision set out in their contracts.
- 3.48.2 Capital Charges –the capital charges take account of details forecast of premia, discounts, and interests rate movements. Capital charges are expected to decrease by £2m which is mainly associated with a reduction of HRA premia costs.
- 3.48.3 Stock Loss/Efficiency Savings – The rent budget has been updated to reflect anticipated stock loss (Barham Park, South Kilburn and Right to Buy). Applicable expenditure budgets have been reduced 3.1% to reflect the estimated stock loss in 2014/15, plus a further efficiency savings. The rent loss is forecast to be £530k, and total savings included in the draft budget are £862k. The net impact of Stockloss/efficiency savings is £-591k.
- 3.48.4 Growth – the draft budget includes £3.740m Growth, and Members are asked to agree this. The growth includes:-

- Council Tax on Empty Properties – The Council introduced a new Local Council Tax Support Scheme in April 2013, and changed some of the Council Tax Discounts and Exemptions that applied prior to that time, in particular with regard to empty dwellings (awaiting major works). The impact of these changes on the HRA is estimated to be £90k per annum.
- Rubbish Disposal Costs - As part of the Council's contract retender for Waste Disposal in 2013, it was been agreed that the waste disposal costs associated with HRA dwellings be charged direct to the HRA. The full year disposal costs are estimated to be £145k, and no budget currently exists in the HRA for these costs.
- Legal Fees – The recent welfare reforms and Right to Buy changes have increased the use of lawyers on work associated with the HRA. For example there were 4 RTB sales in 2011-12, and there are likely to be over 50 RTB sales in 2013-14. The admin income associated with these increased RTB sales is included elsewhere in the HRA budget. Furthermore, the implementation of Welfare Reforms, in particular the bedroom tax, has led to a significant increase in the volume of referrals to Legal. The legal fees budget has been increased by £225k to reflect this increased demand.
- Depreciation and Major Works - £3.280m, comprising an ongoing sum of £3.169m which is the available unallocated resource after all other HRA budgets for 2014-15 have been compiled, and use of one off useable reserves £111k from the budgeted surplus HRA working balances brought forward from 2013/14. These additional resources will be used in line with the new asset management strategy. The Executive agreed in November 2013 to borrow up to £20.6m for HRA capital work by March 2016 and it is intended that this budget will be used to fund the debt charges.

This growth of £3.740m represents a real increase in HRA expenditure for 2014/15. This allocation includes £111k which is a one off budget allocation for major works for 2014/15 only, and £3.629m which is ongoing.

- 3.48.5 Funded from balances/reserves – The 2013/14 budget included £1.572m for Major Works that was funded from balances– this one-off budget has been eliminated from the 2014/15 budget. This report proposes that a further £111k from HRA balances be used on a one off basis on the 2014-15 budget for major works.
- 3.48.6 One off funding from balances - £111k – see growth above
- 3.48.7 An average rent increase of 4.39% per dwelling per week. This will yield £2.026m.

- 3.48.8 An average service charges increase of 3.2% has been included for 2014/15 (in line with the September 13 RPI indices). This will yield £94k.
- 3.48.9 The draft budget for 2014/15 is set out on table 1 on appendix 1. Also the detailed movement for each budget head, comparing the 2013/14 budget with the draft budget for 2014/15 is shown on table 3 on appendix 1. The draft budget shows a balanced budget. The table below shows the key summary movement from 2013/14 (as explained above):-

Description	£000
Forecast Outturn 2013-14	2,075
Inflation	488
Capital Charges	-2,064
Stock Loss/Efficiency Savings (net)	-591
Growth	3,740
One off income in 13/14	155
Funded from balances/reserves in 14-15	-111
One-off funding from balances in 13/14	-1,572
Rent Increase	-2,026
Service Charge increase	-94
Total	0

Other Budget Strategy Options

- 3.49 Clearly, it is open to Members to consider other options. Officers have produced a strategy that in their view is prudent, realistic and in line with Council policy. The basis of the report is structured as in previous years, that is officers give advice as to the resources available for next year based upon current policies and give indications as to the income required for a 'balanced budget' based on those policies. It is for Members to determine the appropriate level of rents/growth/reductions within the law. Any budget proposals must be achievable in both financial and housing operational terms.
- 3.50 Members could consider raising rents above convergence levels however account will need to be taken of the impact of rent rebate subsidy limitation, whereby increasing actual rents above the rent limit would trigger the 'rent limitation rule' whereby only approximately 40% of the product of a rent rise above this threshold would be available to fund HRA expenditure. The rent rebate limit percentage increase for 2014/15 has not yet been published, but is expected to be around 4.5%.
- 3.51 Alternatively, Members could raise rents at a rate below convergence levels (i.e. less than 4.39% on average), or indeed freeze or reduce average rents. This would mean that the Council would not be following rent restructuring policy and is likely to have a significant impact on the HRA Business Plan, and members would need to agree additional specific savings over and above those savings already included in this report and/or reduce the proposed growth. Any additional savings would need to come from operational or service related costs (such as repairs or major works).

If we did not increase our rents for 2014 -15 as set out in this report then:-

- then we would not converge our rents under rent restructuring – scheduled nationally for 2015-16;
- We would forego the £2.026m additional income for 2014-15. This is likely to mean that we that will have £2.026m less to spend on major works or capital charges associated with major works or other HRA asset strategies;
- There would be a cumulative cash impact of approximately £89m on the 30year HRA Business plan;
- We would not be able to meet all our HRA stock investment needs;
- It will take longer to repay our HRA debt; and
- It will restrict the ability to fund options that may be identified in the HRA asset management strategy.

3.52 The following table sets out the income generated by various percentage rent increases ranging from 0% to 4.39%, and the table sets out the additional savings that would need to be identified in order to achieve a balanced budget:-

Percentage Increase	0%	1%	2%	3%	4.39%
	£m	£m	£m	£m	£m
Income Generated	0	0.414	0.901	1.439	2.026
Additional Savings to be Identified	2.026	1.644	1,157	619	0

Brent Housing Partnership (BHP) and the Consultation Process

3.53 BHPs Board met on 30 January 2014 and received a briefing from the Council’s Head of Finance and Operational Director (Housing and Employment) on the draft HRA budget proposals for 2014-15. The BHP Board agreed the following resolution:-

That the Board recommend the proposed increases to the Council’s Executive Committee.

Non HRA Stonebridge Dwellings

3.54 In addition to the Council’s dwellings contained within the HRA, the Council also continues to hold dwellings outside the HRA i.e. in the General Fund. These dwellings were formerly held by the Stonebridge Housing Action Trust (HAT) and they were transferred to Brent Council in August 2007 when the HAT was wound up.

3.55 The Council currently owns 332 properties under this scheme. A further 15 properties are let on a leasehold basis.

3.56 Hillside Housing Trust, part of the Hyde Housing Group, manages these properties on the Council’s behalf through a PFI contract.

- 3.57 Council dwellings are normally held in the HRA. However in order to avoid any negative impact of these dwellings on the Council's HRA, the Secretary of State issued a direction under section 74(3)(d) of the 1985 Housing Act, for the properties in this scheme to be held outside the HRA i.e. in the General Fund.
- 3.58 The income and expenditure associated with these Stonebridge dwellings (which will be broadly neutral in 2014/15) will be included in the Council's General Fund budget.
- 3.59 Last year, for 2013/14, the Council agreed an average rent increase of 3.1% and an average service charges increase of 11.8%. The overall average increase in 2013/14 was 3.6%.
- 3.60 The Council has the responsibility for setting rents and service charges for these Brent Stonebridge Dwellings (in consultation with Hillside Housing Trust, and in line with the terms of the PFI contract).

Rents

- 3.61 The framework for the annual rent setting for the Brent Stonebridge dwellings is contained in the 30 year PFI contract between Hyde Housing (Hillside Housing Trust) and the Council. As all Brent Stonebridge dwellings are now at target rent, the PFI contract sets out that rent increase/decrease for each year should be based on the Retail Price Index (RPI) plus 0.5%. This means that the rent for 2014-15 should increase by 3.7% (being 3.2% RPI (at September 2013) plus 0.5%).
- 3.62 Taking account of the framework set out in the PFI contract, the following table sets out the 2013/14 actual rent and the proposed rent levels for 2014/15.

	Rent 2013-14 £	Rent 2014-15 £	Increase £'s	Increase %	No	Total Increase £
1 Bed Flat	97.57	101.18	3.61	3.7%	85	15,956
2 Bed Flat	115.52	119.79	4.27	3.7%	44	9,770
1 S/croft Elders	97.57	101.18	3.61	3.7%	16	3,004
2 S/croft Elders	115.52	119.79	4.27	3.7%	3	666
2 Bed House	125.48	130.12	4.64	3.7%	36	8,686
3 Bed House	137.51	142.60	5.09	3.7%	77	20,380
4+ Bed House	144.76	150.12	5.36	3.7%	71	19,789
Annual Total	2,114,711	2,192,962	4.53	3.7%	332	78,251

This table shows that the range of the weekly rent increase is from £3.61 to £5.36, and that the average overall rent change (excluding Service Charges) for 2014/15 will be an increase of £4.53 per week, which is an average increase of 3.7%. Members are asked to agree this.

This will increase the average rent (excluding service charges) from £122.49 to £127.02 per week and will result in an increase of £78k in rent income per annum (when comparing the full year effect of 332 dwellings), which will, in line with the PFI contract, be offset by an increase in the unitary charge in 2014/15. The overall impact of this will therefore be broadly neutral on the Council's budget.

Service Charges

- 3.63 All of the costs used in calculating the Hillside Service Charges are based on the estimated actual costs of providing those services. Following negotiations with the relevant contractor(s), the overall charges for 2014-15 will reduce compared to 2013-14. New contracts are expected to be in place for 2015-16.
- 3.64 Hillside Housing Trust has indicated that they propose to decrease average service charges in 2014/15 by an average of 11.2%. Note that at an individual level, there is an increase of £0.20p per week for 2 bed flats. The following table sets out the average proposed Service charges in 2014/15 and compares this to the Service Charges for 2013/14:-

	Average Service Charges 2013-14	Average Service Charges 2014-15	Increase/ (Decrease) £'s	Increase/ (Decrease) %	No	Total £
1 Bed Flat	16.08	13.83	-2.25	-14.0%	85	-9,945
2 Bed Flat	15.44	15.64	0.20	1.3%	44	458
1 S/croft Elders	39.73	31.93	-7.80	-19.6%	16	-6,490
2 S/croft Elders	39.73	31.93	-7.80	-19.6%	3	-1,217
2 Bed House	0.85	0.80	-0.05	-5.9%	36	-94
3 Bed House	0.84	0.80	-0.04	-4.8%	77	-160
4+ Bed House	0.83	0.82	-0.01	-1.2%	71	-37
Annual Total	153,672	136,188	-1.01	-11.4%	332	-17,484

This table shows that overall the proposals for Service Charges will be an average decrease for 2014/15 of £1.01p per week, being an average decrease of 11.4% over 2013/14 charges. The impact at individual level will depend upon the specific dwelling type and the service charges allocated to that dwelling. This proposal will decrease the average service charge from £8.90 to £7.89 and will result in £17k less service charges income per annum (when comparing the full year effect of 332 dwellings) , which will, in line with the PFI contract, be used to pay a reduced unitary charge in 2014/15. The overall impact of this will therefore be broadly neutral on the Council's budget.

- 3.65 The combined effect of the proposals for rents and service charges changes at Stonebridge for 2014/15 are set out in the following table:-

	Average Rents & Service Charge 2013-14	Average Rents & Service Charge 2014-15	Increase/ (Decrease)	Increase/ (Decrease)	Total Increase/ (Decrease)

	£	£	£'s	%	No	£
1 Bed Flat	113.65	115.01	1.36	1.2%	85	6,011
2 Bed Flat	130.96	135.43	4.47	3.4%	44	10,227
1 S/croft Elders	137.30	133.11	-4.19	-3.1%	16	-3,486
2 S/croft Elders	155.25	151.72	-3.53	-2.3%	3	-551
2 Bed House	126.33	130.92	4.59	3.6%	36	8,592
3 Bed House	138.35	143.40	5.05	3.7%	77	20,220
4+ Bed House	145.59	150.94	5.35	3.7%	71	19,752
Annual Total	2,268,384	2,329,150	3.52	2.7%	332	60,767

This table shows the combined impact of the proposed average rent and Service Charge increase at Stonebridge for 2014/15. The net impact on tenants will be an average increase of £3.52 or 2.7%, although the actual impact will depend upon the dwelling type and the specific service charges that are being incurred by that dwelling.

Conclusion

3.66 Officers consider their role to produce a realistic and prudent budget within the policy guidelines and dealing with solutions to problems within the internal Housing Service budget process. All these budget adjustments are clearly outlined in Appendix 1. Therefore, officers consider the advice contained in this report forms a reasonable basis for setting next year's rents and budgets.

4.0 Financial Implications

4.1 This report is wholly concerned with financial issues associated with setting the HRA budget for 2014/15 under the self financing system for council housing, and for setting the level of rents for Council dwellings in 2014/15.

4.2 Members are advised of their duty to approve a budget that meets the statutory requirements as contained in Part VI of the Local Government and Housing Act 1989. Sections 76 (2) and (3) of that Act requires Members to ensure that their proposals are realistic and that the Council's Housing Revenue Account does not show a debit balance.

5.0 Legal Implications

5.1 Under section 74 of the Local Government and Housing Act 1989 ("the 1989 Act"), the Council is required to keep a separate Housing Revenue Account of sums falling to be credited or debited in respect of its housing stock. Sections 75 and 76 of the 1989 Act set out the rules for establishing and maintaining that account. Under section 76 of the 1989 Act, the Council is required to formulate in January and February of each year proposals for the HRA for the following year which satisfy the requirements of that section and which relate to income, expenditure and any other matters which the Secretary of state has directed shall be included.

5.2 In formulating these proposals the Council must secure that upon their implementation the HRA will not show a debit balance assuming that the best assumptions and best estimates it can make at the time prove to be correct.

Put simply, the legislation requires the Council to prevent a debit balance, to act reasonable in making assumptions and estimates and to act prudently.

- 5.3 The 1989 Act also requires the authority to review the proposals from time to time and make such adjustments as are necessary to ensure that the requirements, as set out above, continue to be met. This report sets out the forecast outturn for the current financial year and also the proposals for the coming year.
- 5.4 The Council may make such *reasonable* charges as it so determines for the tenancy or occupation of their dwellings and shall review those rents and charges from time to time. In so doing the Council shall have regard to the principle that the rents for different types of houses should bear broadly the same proportion to private sector rents for those different types of houses. This means that the difference between the Local Authority rent for, say, a bedsit and a two bed house with a garden should be broadly comparable to the difference between the rents for those types of dwellings in the private sector. In making such reasonable charges officers have given consideration to the Government's policy aims of introducing social housing rents that will ultimately produce rents being set (both in the council and Registered Provider/RSL sectors) on a nationally determined basis (whilst taking into account local factors such as the value of dwellings). This aim is not prescriptive in so much it remains the responsibility of the local housing authority to set rents.
- 5.5 The rent income estimates included for 2014/15 are based upon the Governments Rent Restructuring formula and adjusted for RTB etc.
- 5.6 The decisions recommended in this report are an exercise of the Executive's rent-setting function and must take into account the implications of the Council's overall budget.
- 5.7 Under section 76(8) of the Local Government and Housing Act 1989, the Council is required to prepare a statement of the revised estimates and new proposals within one month of the proposals and this requirement will be satisfied by Council approval of the overall budgets for 2014/15 on 3 March 2014, when the Full Council will meet.
- 5.8 The Secretary of State issued a Direction (under section 74(3)(d) of the Local Government and Housing Act 1989) in March 2008 which allows the Council to hold outside the Housing Revenue Account the rent accounts of the Council owned properties on the Stonebridge estate that were transferred from the Stonebridge HAT to the Council in 2007.
- 5.9 Section 313 of the Housing and Regeneration Act 2008, which adds section 80B to the Local Government and Housing Act 1989, makes it possible for councils and specified properties belonging to Councils to be excluded from the subsidy system subject to agreement with the Secretary of State and it

allows the Secretary of State to make directions in relation to such agreements.

- 5.10 Once the Executive decides on the setting of the rents in respect of the Council's housing stock that is managed by Brent Housing partnership and the Brent Stonebridge Dwellings that are managed by Hillside Housing Trust, notices of variation will be served on the tenants pursuant to section 103 of the Housing Act 1985 to notify them of the changes in rent which will come into effect from 7 April 2014.

6.0 Diversity Implications

- 6.1 This report, in the main deals with the rent setting and budget proposals for the Council's HRA. Officers are not proposing any major changes to the operation of this account. In particular this report deals with a number of strategic issues and does not in itself deal with specific operational ones. Operational housing management issues are, in the main, the responsibility of Brent Housing Partnership (BHP) and this service is monitored by the Housing Service by reference to the agreements between Brent Council and its wholly owned subsidiary – BHP.
- 6.2 As part of any change to the structure or organisation of BHP separate Equality Impact Assessments are carried out in line with the management agreement.
- 6.3 BHP operates a devolved budget from Brent to further improve the management and processing of adaptations. For the financial year ending 31st March 2013, 109 major adaptations taking an average of 43 days to complete were carried out for council tenants costing £714k. These works included the provision of level access showers, stair lifts, ramping to allow wheelchair access, kitchen adaptations. In the same period, 122 Minor Adaptation (works valued under £1k) taking an average of 1 day to complete were carried out costing £28k. These works included the provision of hand/grab rails, key safes.
- 6.4 The Welfare Reform Act and the regulations made under this Act will have some far reaching effects for tenants and consequently the ability to maximise rental income for the council. Within the caps the housing cost element of the Universal Credit is given the lowest priority, meaning that a person's housing cost is taken into account after all other benefits have been calculated. It is, therefore, possible that the housing cost element may not cover a substantial part of the rent that is due. Whilst the impact is not purely financial, the arbitrary figure being used to determine what households are expected to live on does not take into account their outgoings and as a result many people will be placed under the poverty line at a time when there are mounting fuel, food and transport costs. This is likely to become a greater risk when the move to direct payments is made.

7.0 Staffing/Accommodation Implications

- 7.1 Decisions made by the Executive on expenditure and rent levels can materially affect staffing numbers for council officers and Brent Housing Partnership. There are no direct proposals for staffing arising from this report, however the HRA budget does fund the management fee for Brent Housing Partnership and they are implementing an efficiency review as part of the ALMO optimisation, and some staff may be affected by that review. Also some staff that maybe affected by the Council's ongoing One-Council reviews. The impact on these staff will be reported separately, under the specific reviews.

8.0 Background Information

None

Any person wishing to inspect the above papers should contact:

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Andrew Donald - Director of Regeneration and Growth

HRA Budget 2013-14 and Draft Budget 2014-15			
	(1)	(2)	(3)
	Original	Forecast	Draft
	Budget	Outturn	Budget
Description	2013-14	2013-14	2014-15
	£000's	£000's	£000's
Provision For Bad Debts	1,158	858	1,158
Rent & Rates	1,744	2,108	1,732
Services	590	590	590
Capital Financing	10,536	10,536	8,474
Depreciation (Major Repairs Allowance (MRA))	14,052	14,052	15,461
Leaseholder Service Charges Income	-3,120	-2,650	-2,760
Rent Income	-50,399	-49,633	-51,224
Non Dwelling Rent	-379	-379	-254
Other Income	-59	-59	-59
General Management	11,490	11,073	11,286
Special Management	4,557	4,727	4,711
Housing Repairs	11,402	10,852	10,996
Net Expenditure	1,572	2,075	111
Surplus B/Fwd	-1,972	-2,586	-511
To/(from) Earmarked Reserve	0	0	0
Surplus C/Fwd	400	511	400
Total	0	0	0

HRA Budget Summary - Forecast Outturn 2013-14			
Description	(1) Revised Budget 2013-14 £000's	(2) Forecast Outturn 2013-14 £000's	(3) Variance £000's
			Other Virements Explanation
Provision For Bad Debts	1,158	858	-300 Increase in arrears lower than originally forecast
Rent & Rates	1,744	2,108	364 Underprovision for insurance in 2012-13 (one off)
Services	590	590	0
Capital Financing	10,536	10,536	0
Depreciation (MRA)	14,052	14,052	0
Rent Income	-50,399	-49,633	766 Forecast decrease in rent income for Council Dwelling decants and demolitions at Barham Park and South Kilburn
Leaseholder Service Charges	-3,120	-2,650	470 Additional income from leaseholders re Health and Safety works ceased in 2012-13
Non Dwelling Rent	-379	-379	0
Other Income	-59	-59	0
General Management	11,490	11,073	-417 This includes a number of favourable variances including RTB Administration, reduced management fees, and a water rates review
Special Management	4,557	4,727	170 Forecast increased HRA expend following review of the allocation of charges between the HRA and General Fund re communal areas
Housing Repairs	11,402	10,852	-550 Additional income from leaseholders relating to Major Works
Net Expenditure	1,572	2,075	503
Surplus B/Fwd	-1,972	-2,586	-614 Audited additional surplus from 2012-13
Surplus C/Fwd	400	511	111 Forecast Additional surplus carried forward to 2014-15
Total	0	0	0

HRA Budget Summary - Forecast Outturn 2013-14 Vs Original Budget 2014-15 Variance				
	(1)	(2)	(3)	
	Forecast Outturn 2013-14 £000's	Variance 2014-15 £000's	Draft Original Budget 2014-15 £000's	Variance Explanation
Provision For Bad Debts	858	300	1,158	Reversal of one off savings in 2013-14
Rent & Rates	2,108	-376	1,732	Reversal of one off cost in 2013-14 re insurance of £-364k, less Efficiency/Stock Loss £-12k
Services	590	0	590	
Capital Financing	10,536	-2,062	8,474	HRA Premia £-2,090k, discounts £26k, other £2k
Depreciation (Major Repairs Allowance (MRA))	14,052	1,409	15,461	Expenditure funded by one-off balances in 2013-14 £-1,572k, stock loss £-299k, one off growth expenditure proposed to be funded by one off balances in 2014-15 £111k, and Growth for HRA Major Works £3,169k
Rent Income	-49,633	-1,591	-51,224	Stock reduction through right to buy sales and regeneration at Stk Kilburn and Barham Pk £530k, 2014-15 rent increase £-2,027k, and 2014-15 service charges increase £-94k.
Leaseholder Service Charges	-2,650	-110	-2,760	Increase of £-110k to reflect forecast income for 2014-15
Non Dwelling Rent	-379	125	-254	Reduction in income reflecting the impact of regeneration in South Kilburn
Other Income	-59	0	-59	
General Management	11,073	213	11,286	Reversal of one off income in 2013-14 £189k, Inflation £139k, stock reduction/efficiency savings £-430k, and growth for legal fees £225k and council tax on voids £90k.
Special Management	4,727	-16	4,711	Inflation £130k and stock reduction/efficiency savings £-146k.
Housing Repairs	10,852	144	10,996	Reversal of one off income in 2013-14 £140k, Inflation £219k, stock loss/efficiency savings £-360k, and growth £145k for rubbish clearance.
Net Expenditure	2,075	-1,964	111	
Surplus B/Fwd	-2,586	2,075	-511	Expenditure funded by one off balances in 2013-14
Transfer From Earmarked Res	0	0	0	
Surplus C/Fwd	511	-111	400	Use of balances to fund one off expenditure on Major Repairs
Total	0	0	0	

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 <p>Brent</p>	<p style="text-align: center;">Executive 17 February 2014</p> <p style="text-align: center;">Report from the Strategic Directors of Regeneration and Growth and Acting Director of Children and Families</p>
<p style="text-align: right;">Wards affected: ALL</p>	
<p>School Expansion Programme – update on school place demand and outline approval to Temporary School Expansion Programme 2014-15</p>	

1.0 Summary

- 1.1 This report provides an update on previous Executive reports. It sets out the latest GLA projections on pupil numbers with an explanation of the methodology used and local analysis applied. It indicates the number of school places required in addition to existing and planned capacity for the 2014-15 academic year.
- 1.2 This report seeks approval for the approach and criteria for meeting the temporary school place need and seeks outline approval for a programme of projects to deliver the school places required for September 2014. Approval to start the procurement of a works contractor/s in line with the requirements of the programme is also requested.
- 1.3 This report is presented to the Executive ahead of a revised strategy for school place planning which will be presented to the March meeting of Executive. This report therefore deals with immediate plans for meeting need in September 2014 rather than the overall strategy for school expansion.

2.0 Recommendations

The Executive is recommended to:

- 2.1 Note the current and future school place demand and projected shortfall of primary school places for 2014-15, as described in paragraphs 3.1-3.25
- 2.2 Approve the approach and criteria for the provision of temporary school places outlined in this report, as described in paragraphs 3.26-3.33.
- 2.3 Approve the potential programme of projects to provide temporary school places to meet projected demand for September 2014 including capital allocation (as described in paragraphs 3.34-3.43 and appendix 4) and note that officers will further define the programme (in consultation with the Lead Members for Regeneration and Growth and Children & Families) without returning to the Executive except where required by the Constitution
- 2.4 Note the use of delegated authority to use council building/s identified in the temporary school expansion programme.
- 2.5 Grant an exemption from the requirements of Contract Standing Orders for the Executive to approve the pre-tender considerations for a High Value procurement before a procurement starts, to allow officers to place an advert and invite expressions of interest before the Executive approves the pre-tender considerations at its meeting in March.
- 2.6 Note that a revised strategy for the permanent primary school expansion programme will be presented to the March 2014 Executive meeting.

3.0 Detail

School Place Planning and Pupil Projections

Current Position of Children Out of School and Vacancies

- 3.1 In August 2011, a report to the Executive highlighted a need for 15 Forms of Entry (FE) of additional primary provision by the start of the 2014/15 academic year. In August 2012, a further report to the Executive explained the need for 21FE additional primary places by 2020/21, of which 20FE were required by 2016/17. A strategy for the provision of primary school places to meet this requirement was approved at that time.
- 3.2 Although an extensive programme of delivery has taken place since August 2011 providing 8.8 new permanent forms of entry in existing primary schools and a further 1565 temporary primary places, this report outlines the need for a revised strategy to account for revised pupil projections.
- 3.3 Members will be aware from earlier reports that it is the Council's statutory duty to ensure it can offer a school place to every child that applies. It is therefore appropriate to set the context for this report with an update on the current number of children without a school place as at 3 February 2014 and total number of vacancies now that additional temporary provision has been provided during January 2014 as per the temporary school expansion programme approved in July 2013. This is shown in Table 1 below.

Table 1: Children out of school and vacancies

Year Group	Number of out of school children as of 03/02/2014*	Number of children who have not been offered a school place as of 03/02/2014	Vacancies as of 03/02/2014
REC	47	0	85
YR 1	20	0	25
YR 2	0	0	39
YR 3	6	0	47
YR 4	15	0	26
YR 5	14	0	35
YR 6	11	0	51
TOTAL	113	0	308

Note:

*These children have been offered a school place but are out of school. This may be because their parents choose not to accept the place offered to them for a variety of reasons. The Council's statutory duty is to offer a place to the child.

- 3.4 All children who applied on time for a reception place (by 15 January 2013) were offered a school place for September 2013. All those who have applied late (between 15 January 2013 and 31 August 2013) or in year (between 1 September 2013 and time of writing) have also now been offered places. The majority of in year applications are received in September and October but a significant number of in year applications are made throughout the rest of the year as well. For the first time since we have presented data in this format, not only have we been able to offer places to all children in primary, even those most recent arrivals, we also have sufficient capacity to enable us to make suitable offers during the rest of the academic year. There will still be families who arrive in Brent who have to take their children further to school than they would wish, but in all year groups we are able to make offers in the north and the south of the borough. The children who are still 'out of school' have been offered a place within the last few weeks and have not yet taken it up. Each offer is chased up by the Customer Services Admissions Team to a timescale and if a suitable place is not taken up, the parents are referred to the Education Welfare Service.
- 3.5 While there is sufficient capacity to cope with the additional pupils likely to arrive during the remainder of the academic year, this capacity is not sufficient to cover additional need arising next academic year so this report recommends further additional provision for September 2014.
- 3.6 Summary of GLA projections

The Council receives its projections for the future number of pupil places required from the Greater London Authority (GLA). Table 2 below shows the GLA projections of the number of children for future academic years by year group across the whole borough.

Table 2: GLA projections for all Brent by year group and academic year

GLA projections for all planning areas by year and age									
PA	Year September	Year Group							Totals
		REC	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Reception to Year 6
All	2013	3,995	3,978	3,880	3,666	3,568	3,475	3,359	25,921
All	2014	4,146	4,124	4,067	3,954	3,727	3,624	3,524	27,166
All	2015	4,317	4,207	4,156	4,093	3,975	3,747	3,639	28,134
All	2016	4,320	4,381	4,242	4,184	4,117	3,999	3,763	29,006
All	2017	4,380	4,381	4,417	4,270	4,209	4,142	4,015	29,815
All	2018	4,400	4,443	4,418	4,448	4,296	4,234	4,160	30,399
All	2019	4,387	4,463	4,482	4,449	4,475	4,323	4,253	30,832

- 3.7 The table shows that by September 2019 it is projected that there will be 4387 Reception aged children in Brent, which is an increase of 392 from September 2013. This is the equivalent of an additional 13 Reception classes. It also shows that in the primary sector as a whole the demand will increase by 4911 between September 2013 (25,921) and September 2019 (30,832); an increase of 18.9%. The projections for September 2013 will be checked against the January 2014 school census which has just taken place but is more reliable than the October 2013 school census. This will confirm the actual number of children on roll.
- 3.8 For planning purposes the Council and the GLA split the borough into planning areas. Planning areas (PA) are divisions of the borough based on natural boundaries such as major roads and are used as a method to project demand. They come with the 'health warning' that children frequently travel to school across planning area boundaries, particularly to attend faith schools.
- 3.9 Appendix 1 is a map of the borough showing all Brent primary schools and the five planning areas. Appendix 2 gives the projected number of pupils in each of the five planning areas in each academic year. These appendices demonstrate that the increase in pupil population is across the whole of Brent but is particularly large in certain planning areas. This is important to note when planning a strategy for the provision of school places. Table 3 below shows the increase in primary school demand by planning area and identifies the areas of projected greatest demand:

Table 3: Summary of Pupil Projection Increases by Planning Area

Planning Area	Geographical Reference to Planning Area	Increase in Primary School Demand from 2013 to 2019	% Increase
1	Kingsbury	1172	34
2	Preston	751	17

3	Wembley Central	1534	27
4	Harlesden	901	22
5	Kilburn – Dollis Hill	525	6
Total		4883	

Note:

There is a rounding up difference of 28 children (less than 1%) which explains the difference in calculation between total of increases in each planning area and total across all planning areas as described in paragraph 3.7.

GLA Methodology and Accuracy

- 3.10 Brent and 25 other London boroughs commission the Greater London Authority (GLA) for school place projections. The accuracy of the GLA projections has been challenged over recent years and given the importance of this data in planning sufficient school places; in a context where both under and over supply are unacceptable consequences; it is appropriate to address this and give Members reassurance that officers have both explained the GLA methodology and the local analysis that is applied to test the GLA projections as far as possible at this time.
- 3.11 The GLA uses birth and fertility rates (obtained from health records), population data (obtained from national census data), school census data, numbers and ages of children without a school place, details of expanding schools, migration data and future housing development data to project school place demand. The housing development and school data is obtained from Councils.
- 3.12 Primary school roll projections are prepared for the Council by the GLA on a planning area basis and aggregated to a borough wide figure. Prior to 2012 the standard projection methodology made use of a combination of catchment and replacement ratios. The catchment ratio is the ratio of school age groups to equivalent age groups in the local population – this is useful where the school roll reflects the local resident population and where longer range forecasts are required. The replacement ratio takes historical survival rates from one year group to the next and projects them forward. This method picks up the impact of cross border flows and is particularly useful where the number on roll does not reflect changes in the local population. The two ratios are combined in varying proportions over the ten years of projections with a greater emphasis placed on replacement ratios in the immediate years ahead and subsequently more emphasis is placed on catchment ratios.
- 3.13 Though the combined methodology has been employed successfully for the last twenty years, recent large shifts in London’s school rolls have generated increasing numbers of situations where the combined methodology can produce counterintuitive results. The GLA has therefore devised an updated methodology which has been in use since 2012 in order to avoid this. As before, it attempts to make best use of the strengths of both the catchment and replacement techniques. However this time, greater attention is placed on cohort effects in the rolls. This includes analysis of ‘survival ratios’; the percentage of children who move into the following academic year in an area and do not move out of borough for example. Up to six years of historic data are used to calculate survival ratios. Early testing since 2012 suggests that this new methodology performs better than the other standard methods

available. It has now become the GLA service's primary method of roll projection.

- 3.14 This change in methodology indicates that the GLA projections used in this report and for a future revised strategy are more likely to be accurate than the data used for the previously approved strategy in August 2012.
- 3.15 Alongside the methodology used, the quality of data going into the projections is also crucial to the accuracy of the GLA projections. Prior to the 2011 Census, it was believed that the accuracy of the GLA projections was questionable as projections showed an under estimation of numbers. To rectify the situation the Council would add between 5% -10% to the projections so that they reflected more accurately what was happening in reality. At the time of the August 2012 report approving the current strategy for primary school expansion the GLA projections being used did not include data from the most recent 2011 national Census. Now that data from the 2011 Census has been made available and included along with changes to the GLA methodology described above, the projections are more likely to be accurate.
- 3.16 Another significant area of data forming the GLA projections is the local information provided by the Council. In the past, the GLA has only used the number of children on school rolls to project forward; it now includes the number of children who at the time of data collection are not on a school roll as they are waiting for an offer.
- 3.17 Whilst all of these changes show how the GLA projections are more likely to be accurate now, the school place demand is projected six years into the future from now and is nine years away from the last national census so there is an inherent level of inaccuracy in it. This is exemplified in the data shown in this report where there is a slight dip in demand projections between 2018 and 2019 of 13 fewer Reception pupils. This can be attributed to the fact that at this point those children are not born yet and the numbers migrating into the borough can only be estimated. It is reasonable to be sceptical about this dip in demand and to treat it as a quirk of the projection methodology.
- 3.18 In order to test the GLA projections for September 2014, officers have compared the GLA projections over the last three academic years to data from the school censuses taken three times each academic year. This shows that in fact, the GLA projections for the reception intake have actually over-estimated the number of children there would be in Brent consistently over the last three years. For our decision-making, it is important to note however that the difference between projections and actuals is much less in the current year, indicating that the projections have become more likely to be accurate since the methodology changed.
- 3.19 For the immediate purposes of this report, officers have tested the GLA projections for Reception aged pupils for the 2014-15 academic year against the number of applications received on the closing date of 15 January 2014. 3,926 on time applications were received for admission to Reception in September 2014. Last year 683 late applications were received after the closing date as at the beginning of September 2013. It is a reasonable assumption that a similar

pattern may generate approximately 700 late applications for the 2014/15 academic year. This makes a potential total of 4,626 applications for the 2014/15 academic year. In the last two years an average of 10% of Brent resident applications secured places out of borough rather than take up places in Brent. Last year 425 Brent resident pupils were offered out borough schools and 209 out borough pupils were offered a place in a Brent school a net loss of 216 Brent residents. Using this 90% conversion rate for applications to places; this equates to 4,163 Reception places being required in 2014-15. GLA projections set out a requirement for 4,146 places. No such test can be applied to the older year groups however the analysis above indicates that the GLA projections are more likely to be accurate than in previous years. This test against actual data and historical trends shows that it is reasonable to use the GLA projections for school place planning for Reception aged children as well as for children in all year groups for September 2014. Further work is being undertaken on the projections to ensure that they are as accurate as possible for the longer term approach required for the overall school place planning strategy due to be considered by the Executive in March 2014.

Primary School Capacity

- 3.20 In order to plan to ensure sufficient school places are provided across the borough, an assessment of existing (and securely planned) capacity is made against projected demand. This exercise has been updated and described in this report and is reviewed regularly and reported to the School Expansion Programme Planning Board chaired by the Acting Director of Children and Families. This report details the capacity in the 2014-15 academic year only across year groups and planning areas. A further assessment of the capacity and comparison against demand will be provided in a future report.
- 3.21 The total primary school capacity for 2014-15 includes all capacity in:
- Existing primary schools including historical bulge classes
 - Satellite temporary school provision created for 2013-14
 - Schools that are approved by the Executive or Secretary of State to expand permanently in September 2014 (securely planned provision from the Phase 2 Permanent Primary School Expansion Programme)
- 3.22 Table 4 below shows the total capacity across Brent in each year group in 2014-15, the projected demand and resulting surplus/deficit:

Table 4: Total capacity, projected demand and surplus/deficit

Year Group	Total Capacity/Places Available	Total Projected Demand	Surplus/Deficit in Places	Surplus/Deficit in Classes	No. of Classes to be Provided to Meet Demand
R	4022	4146	-124	-4.1	4
Y1	3992	4124	-132	-4.4	5
Y2	3992	4067	-75	-2.5	3
Y3	3867	3954	-87	-2.9	3
Y4	3767	3727	40	1.3	0

Y5	3648	3624	24	0.8	0
Y6	3527	3524	3	0.1	0
Total	26815	27166	-351	Net -11.7	15

3.23 The table shows that the actual requirement for new classes is 15 because (apart from in the temporary accommodation annexes) the spaces in years 4, 5 and 6 are not capable of conversion into places for Key Stage 1. An assumption is being made about the likely take-up of temporary accommodation in the current year and this does leave a small surplus which is being factored into these calculations and carried forward to be used with a degree of flexibility for September 2014. A further detailed review will be undertaken to confirm these projections in order to avoid over supply of classrooms.

3.24 While the approach has attempted to take planning area demand into account, in developing a Temporary School Expansion Programme for 2014-15, officers have sought to provide the total number of places required across Brent in order to both meet the statutory duty and not over provide across the borough. However in recognition of the desire to provide local school places and minimise the need for some children to travel across planning areas to go to school; officers have prioritised the provision of places against the ranked order of need in planning areas based on capacity and demand outlined in table 5 below:

Table 5: Temporary classes required in each planning area for 2014-15

2014/2015	PA1	PA2	PA3	PA4	PA5	Total	Classes Required
Reception	-2.9	-0.6	-1.8	2.6	-1.4	-4.1	4
Year 1	-2.5	1.0	-3.3	2.2	-1.8	-4.4	5
Year 2	-0.9	-0.2	-0.6	1.5	-2.3	-2.5	3
Year 3	-1.2	-1.3	-2.2	2.0	-0.2	-2.9	3
Year 4	-0.6	-0.4	-1.1	2.3	1.0	1.3	0
Year 5	0.0	-2.5	-0.3	1.8	0.7	-0.2	0*
Year 6	-0.1	-0.5	0.6	0.3	0.8	1.1	0
Total	-8.1	-4.5	-8.6	12.7	-3.2	-5.9	15
Ranked Order of Need	2	3	1	5	4		

*there is a slight shortfall in year 5 but this can be accommodated through pupil churn.

3.25 When need is matched to the approach and criteria outlined below and opportunities to apply the criteria there are some cases where it is necessary to propose a school/site in a lower priority planning area as it presents the best strategic fit for the provision of places needed in that year group. Planning Area is therefore the less important criterion applied.

Strategic Approach to Proposed Temporary School Expansion Programme

3.26 While as mentioned above, the overall school place planning strategy is being revisited, the scale of the demand for school places in Brent coupled with the length of time required to secure approvals for and then deliver permanent school places mean that a further programme of temporary school places is

required to bridge the gap and ensure sufficient places are provided on time. Permanent places are longer term investments in the school estate; temporary provision is typically short term and may be lost investment if, after the duration of temporary use has expired, the building ceases to be used as a school or is disposed of.

- 3.27 The management and governance of all temporary places is by an existing school. This includes the standalone sites which were formerly used for other purposes e.g. day care centres. There are rules to prevent temporary bulge classes being added for successive years without following the statutory consultation procedure, see legal implications below for further detail.

Educational Principles

- 3.28 A capital project, even as a temporary measure, represents a significant transition for a school. The implications of such change will vary from case to case depending on the scale and nature of the change; the size of the school; its capacity, including particularly leadership and management and the resources available to the school. The absolute priority when schools are managing significant transition or change is to ensure high quality teaching, learning and progress for all children and young people involved during the period of expansion.
- 3.29 The first criterion for judging whether schools should be considered for expansion is whether they are good or outstanding and have capacity to manage either temporary expansion on site (bulge class) or in satellite temporary provision. Until the performance of schools in Brent improves, there is a limited supply of consistently good and outstanding schools. 22% of Brent primary schools are not yet judged by Ofsted as good or outstanding. Other schools deemed to be good at their last Ofsted inspection may not remain securely in that category because of changes since they were last inspected.
- 3.30 It is an additional challenge to the school's leadership and management to manage provision at a distance, so on-site expansion should be considered as the best option with satellite provision considered only if this is not possible. The underlying principle of the strategy then that existing schools should be expanded on site wherever possible. A bulge class/es on site presents considerable challenges for the planning of a school, as it means that one or more year groups will have to accommodate an extra class/es. From the child's perspective, it is important that this bulge class should have adequate duration, so that the child's education is not unnecessarily interrupted. Ideally this should mean that the class should continue throughout the primary phase in the same school, i.e. for seven years if introduced at Reception. At worst, it should continue until the end of a key stage, so until Year 2 for infant aged children and Year 6 for junior aged children.
- 3.31 Appendix 3 provides a summary of Brent schools in each planning area showing their expansion history, current size and Ofsted rating.

Criteria for the selection of proposed temporary school place provision

- 3.32 All Brent Primary Schools that meet the following criteria have been proposed as schools that could take a bulge class/es in September 2014:
- a) School currently rated by Ofsted as Good or Outstanding and where leadership arrangements are secure
 - b) School has not undergone a permanent expansion in the last 5 academic years and is not planned for permanent expansion in the currently approved strategy for expansion in 2014-15, 2015-16 or 2016-17
 - c) School is not already 4FE
 - d) School does not already have a bulge class on site or is not already managing a satellite temporary provision/off-site bulge classes
 - e) Curriculum is accessible to all irrespective of faith
 - f) School does not currently beyond normal turnover/churn
 - g) School does not have significant financial problems
- 3.33 Non-school buildings/satellite provision must meet the following criteria:
- a) A school which would otherwise meet the criteria above but has no space on site could manage the satellite provision
 - b) The use fits the educational principles outlined in the Executive report
 - c) The use of the non-school temporary provision is clearly time-limited

Proposed Programme of Temporary School Expansion

- 3.34 A review of schools and non-school buildings was undertaken against the criteria in order to recommend projects for Temporary School Expansion Programme 2014-15. The full list of potential projects with indicative year groups of classes to be provided is in Appendix 4. Appendix 4 identifies all Brent primary schools that meet the criteria listed above and splits that group into table 1 showing those schools/sites which will be actively progressed by officers because they are in priority planning areas and/or provide places in year groups with deficit; and table 2 showing the other schools that meet the criteria but will not be actively progressed unless required. Those schools not listed in appendix 4 do not meet the criteria listed above; the main two reasons for this are education standards and previous expansion history, with a much smaller group of schools not included due to current size, faith based curriculum and vacancies. It is important to note that at the time of writing those schools listed in appendix 4 have not agreed to take a temporary class – they will be approached as possible expansions.
- 3.35 There are exceptions listed in appendix 4 where officers believe that the schools/sites should be considered for the programme; these are:
- Brentfield Primary – this school permanently expanded in September 2011 but agreed to take a year 6 bulge class in 2013/14 if required, it is therefore identified as meeting the criteria in this 14/15 programme
 - Chalkhill Primary – this school currently has two bulge classes but is in the area of highest need and is therefore to be included as it would otherwise meet criteria
 - Elsley Primary – this school is currently undertaking statutory consultation on permanent expansion from September 2015 but is in the area of highest need and is therefore to be included as it would otherwise meet criteria

- Preston Primary – this school is approved to permanently expand from September 2014 but is in one of the areas of highest need and is therefore to be included as it would otherwise meet criteria
- Uxendon Manor Primary - this school is planned to permanently expand from September 2014 but officers are still in discussion with the Governing Body regarding the scope of the project; the school is in one of the areas of highest need and is therefore to be included as it would otherwise meet criteria
- Wembley Primary – this school is already 4FE with a children’s centre but is in an area of need and is therefore to be included as it would otherwise meet criteria
- Wykeham Primary – this school currently has two bulge classes but is in the area of highest need and is therefore to be included as it would otherwise meet criteria

3.36 The need for additional school places has been discussed at successive Headteachers meetings. The approach and criteria were also discussed at a meeting between the Acting Director of Children & Families and Primary and Secondary Chairs of Governors in January. Governors provided the following feedback:

- Be cautious about longer term plans based on GLA’s projections since historically in London rolls have gone down as well as up (remembering schools closures in previous decades). In addition, the full impact of welfare reform is yet to be seen.
- Do not rule out schools that have permanently expanded in the last five years as they have relevant experience and expertise.
- Explain clearly the educational advantages/disadvantages of 4FE schools in the revised permanent strategy.
- Try to find a way of showing how long children have been out of school and how far away from home children are being offered places.

3.37 The Acting Director of Children & Families has written to all of the schools and relevant Diocesan boards to advise that they are listed as meeting the criteria of the proposed temporary school expansion programme. Detailed individual approaches to schools will not be made until Executive approval to the approach to temporary school expansion is decided; this provides a clearer framework within which schools are asked to expand. A number of the schools that would be approached (subject to Executive approval) have previously declined to expand but the letter from the Acting Director has made clear the level of demand in the borough and problems which will arise if there are insufficient places. The places proposed in non-school buildings could only proceed if a nearby school agreed to manage the provision and even then provision on an existing school site is educationally preferable. All proposals are subject to Governing Body approval and site feasibility studies. Whilst the Council wishes to work collaboratively with all schools including foundation, VA and academy schools the council needs to meet its statutory duty to provide sufficient school places and is under close scrutiny from the DfE.

3.38 Feasibility studies of the work required to provide these bulge classes/temporary school places on school sites has not yet been undertaken. The estimated

budget cost for the programme is based on historical data from 2010-2013 of all types of temporary school places created on and off school sites. The average cost of providing one class in temporary provision is £112,000. Assuming a generous 20% contingency to be held until firm proposals are established for each project, the total estimated cost of the proposed programme of Temporary School Expansion 2014-15 providing 15 classes would be £2.016m.

- 3.39 Members are asked to approved the approach and criteria outlined above and to approve the indicative programme based on securing 15 classes from those schools that meet the criteria as shown above.
- 3.40 Although the approach prefers temporary school places to be provided on school sites, a review of non-school council buildings that could be available for September 2014 was undertaken to ensure sufficient options were available. Officers are aware of the need to balance Council priorities to provide school places and to maximise assets to provide capital value and/or rental income. One non-school building owned by the council is proposed in this programme; the former Church Lane Pupil Referral Unit. The building, located in Planning Area 1 (the second highest priority area of need for additional school places), was used until 20 December 2013 as a teaching facility accommodating up to 25 secondary school age pupils. It is considered possible to convert to provide primary school places although internal reconfiguration would be required; an indicative total budget of £500k is recommended. It is only therefore feasible from a cost perspective if it provides 4 classes.
- 3.41 In terms of duration of use, the aim would be to move the children in the temporary provision into a permanent school site as soon as possible. This could be as early as one academic year later in September 2015 but would require the school that would permanently expand to manage the temporary provision now so the children experience a geographical change only. Whilst this option has educational merits, it does mean that there is a risk that £500k has been spent on a building for one year's use.
- 3.42 Should the building be used for temporary school places a freehold or leasehold disposal will be delayed. This means a potential loss or delay to any capital value receipt and/or rental income. The approval to use this building for this purpose falls within the delegated authority of the Operations Director for Property & Projects.
- 3.43 In addition, Mahatma Gandhi House is considered as meeting the criteria providing a managing school could be identified. It is in an area of high demand but as the priority is to provide school places on school sites; officers propose to undertake a feasibility study and to discuss matters with the landlord, but to prioritise school based options first.

Procurement of Temporary School Expansion Programme

- 3.44 Should Members agree the approach outlined above and indicative programme of projects, officers will work to secure those projects for delivery by September 2014. This will start with detailed engagement with the school and Governing Body as well as feasibility design work. Due to the compressed programme and

need to deliver by September 2014, Members are asked in this report to approve the commencement of procurement of a works contractor/s for these projects.

- 3.45 Advice from LBB Legal Services confirms that based on the aggregation of values the works contract requirement would exceed the £500k threshold for high value contracts and require Executive approval to procure as well as to award the contracts. A High Value procurement is required under Contract Standing Orders to be reported to members at both the award stage and at the pre-tender stage. For the latter, certain pre-tender considerations as listed in Contract Standing Orders require approval before the procurement starts. One of those pre-tender considerations is approval of the nature of the contract, including identification of the sites. This piece of work is still being scoped, and will be available for the March Executive, however it is considered that in order to deliver for September 2014, an advert needs to be placed now so that the contractor expression of interest process can start. Accordingly the Executive is being requested to grant an exemption to the usual requirement for all the pre-tender considerations to be approved before the procurement starts, on the basis that these will be approved at the March Executive

Strategy for a Revised Permanent School Expansion Programme

- 3.46 This report has so far outlined the need for school places based on revised projections and the proposals to solve the immediate problem of insufficient school places for the start of the school term in September 2014. In light of the revised GLA pupil projections and additional capital funding (detailed later in financial implications) the primary school expansion programme strategy approved in August 2012 (with last update in November 2013) needs to be revised. Officers are currently working on this and will present a proposed revised strategy to Members for approval in March 2014. This report will outline a review to the strategic approach to providing school places in the borough, propose projects to meet the permanent school places requirement from September 2015 and provide a review of the options available for meeting the requirements in the longer term. This will include some fundamental reviews of previously established strategy but will be rooted in a requirement to maintain and strengthen the quality of educational outcomes for all children in the borough.

4.0 Financial Implications

- 4.1 The total estimated cost of the proposed programme of Temporary School Expansion 2014-15 providing 15 classes at £2.016m can be met from existing secured Basic Need capital grant allocations and is within existing cashflow forecasts for temporary places provision.
- 4.2 The revised strategy for the permanent primary school expansion programme to be presented to the March 2014 Executive meeting will include an updated cashflow analysis. This will include anticipated costs of proposals to meet demand alongside secured and unsecured (forecast) funding for the programme and the impact of new funding secured since the last report as well as any

savings arising on the programme from previously proposed schemes not proceeding.

4.3 On 19 December 2013 the Education Funding Agency announced the Basic Need capital grant allocations for Brent as £40.951m across 3 years (2014/15, 2015/16 and 2016/17). The announcement has a positive impact on the level of Basic Need grant included in the capital programme to a total of £18.7m over the previous forecast for the three years. However, there has not yet been the full range of announcements in regard to capital grant allocations and as such it is not yet clear if subsequent announcements could have a negative impact on the additional level of Basic Need.

4.4 The former Church Lane Pupil Referral Unit is not included within the current Capital Disposals Programme and as such if this property is utilised for the provision of temporary places there would not be an impact on existing funding forecasts for the overall Capital Programme. However it should be noted that the use of the property for temporary school places could result in a potential capital receipt being foregone (estimated at between £400-600k) which could have funded other works within the capital programme. Similarly if not disposed of this building could be leased externally and as such if utilised for temporary places a potential rental stream could be foregone (estimated at c. £40k/pa). This could impact on the Property and Asset Management team's ability to meet its target for additional external rental income, and any shortfall would have to be contained within the overall RMP budget.

5.0 Legal Implications

5.1 Under sections 13 and 14 of the Education Act 1996 (as amended by the Education Acts 2006 and 2011), a local education authority has a general statutory duty to ensure that there are sufficient school places available to meet the needs of the population in its area. The Local Authority must promote high educational standards, ensure fair access to educational opportunity and promote the fulfilment of every child's educational potential. It must also ensure that there are sufficient schools in their area and promote diversity and increase parental choice. To discharge this duty the Local Authority has to undertake a planning function to ensure that the supply of school places balances the demand for them.

5.2 As a contingency, to support the admission to school of children as quickly as possible, the In Year Fair Access Protocol has been revised and schools and the Unions have been consulted on a new proposed Protocol. The new Protocol is now in place and allows for the admission of children over schools planned admission numbers in the event that a school place is not available. Schools will not be required to maintain classes over the planned admission number but will revert to the usual admission number when children leave.

5.3 Statutory proposals are required for a proposed enlargement of the school premises that would increase the capacity of the school by both more than 30 pupils and 25% or 200 pupils (whichever is the lesser). Proposals may also be required for some cumulative expansions and a review of any other

enlargements that were made without the need for statutory proposals would need to be made before determining if statutory proposals would be required. This means adding those enlargements made:

- in the 5 year period that precedes the proposed expansion date
- since the last approved statutory proposal to enlarge the school (within this 5 year period)
- exclude any temporary enlargements (ie. where the enlargement was in place for less than 3 years)
- add the making permanent of any temporary enlargement

- 5.4 Under current admissions code children can be admitted above the Published Admission Number (PAN). For community/voluntary controlled schools the LA as admission authority must consult the Governing Body of the school where it proposes to either to increase or keep the same PAN.
- 5.5 Under Section 19 of the Education Act 2006 and School Organisation Regulations the Authority can decide to propose an enlargement, follow the statutory process and resolve to do without requiring consent of Governing Body whose redress would be to object to the schools adjudicator.
- 5.6 The proposed procurement of works contracts in order to carry out extension and/or conversion works at sites proposed for the provision of temporary school places involves a High Value procurement (above £500,000 for works). Even though the contracts will be let as individual contracts per site, Contract Standing Orders require that works of a similar type are aggregated in assessing the value of the procurement and which CSO procedural rules are followed.
- 5.7 High Value procurements require Executive approval of both the pre-tender considerations as set out in Contract Standing Orders and approval of the award. Approval is sought for an exemption from the usual requirement for pre-tender considerations to be approved before a procurement starts, so that an advert can be placed and expressions of interest received, on the basis that the pre-tender considerations will be approved at the March Executive. In order to grant an exemption, Contract Standing Order 84(a) requires that the Executive is satisfied that there are good operational and/or financial reasons for doing so. Here, the urgency of getting temporary school places available for September 2014 by the carrying out of extension or conversion works means that there are good operational reasons for doing so.
- 5.8 With schools increasingly being outside local authority control, such that they own their own land, a number of the projects outlined in this report may involve the Council managing building projects on land that it does not own. Where necessary, the Council will enter into agreements with the school/s which will give the Council a licence or lease to build, also recognises the Council's project management role and the school's right to review key stages of the works.
- 5.9 Even with community schools running satellite sites, consideration should be given to the governing body of the school having an agreement or licence of

the Council premises forming the satellite site. Although community schools do not own their own land and have only an implied licence of the main school sites, it may be sensible for a written licence to be in place for the satellite site to make the clear maintenance and repairing obligations.

6.0 Diversity Implications

- 6.1 An Impact Needs/Requirement Assessment (INRA) was prepared as part of the four year rolling programme. This will be reviewed and updated in the March Executive report revising the rolling programme/strategy.

7.0 Staffing/Accommodation Implications

- 7.1 None for the immediate purpose of this report however the establishment of a significant number of new school places brings a requirement for additional teaching and non-teaching staff. This may require the use of agency staff to fill posts that cannot be recruited permanently in time for the new school term.

Background Papers

Contact Officers

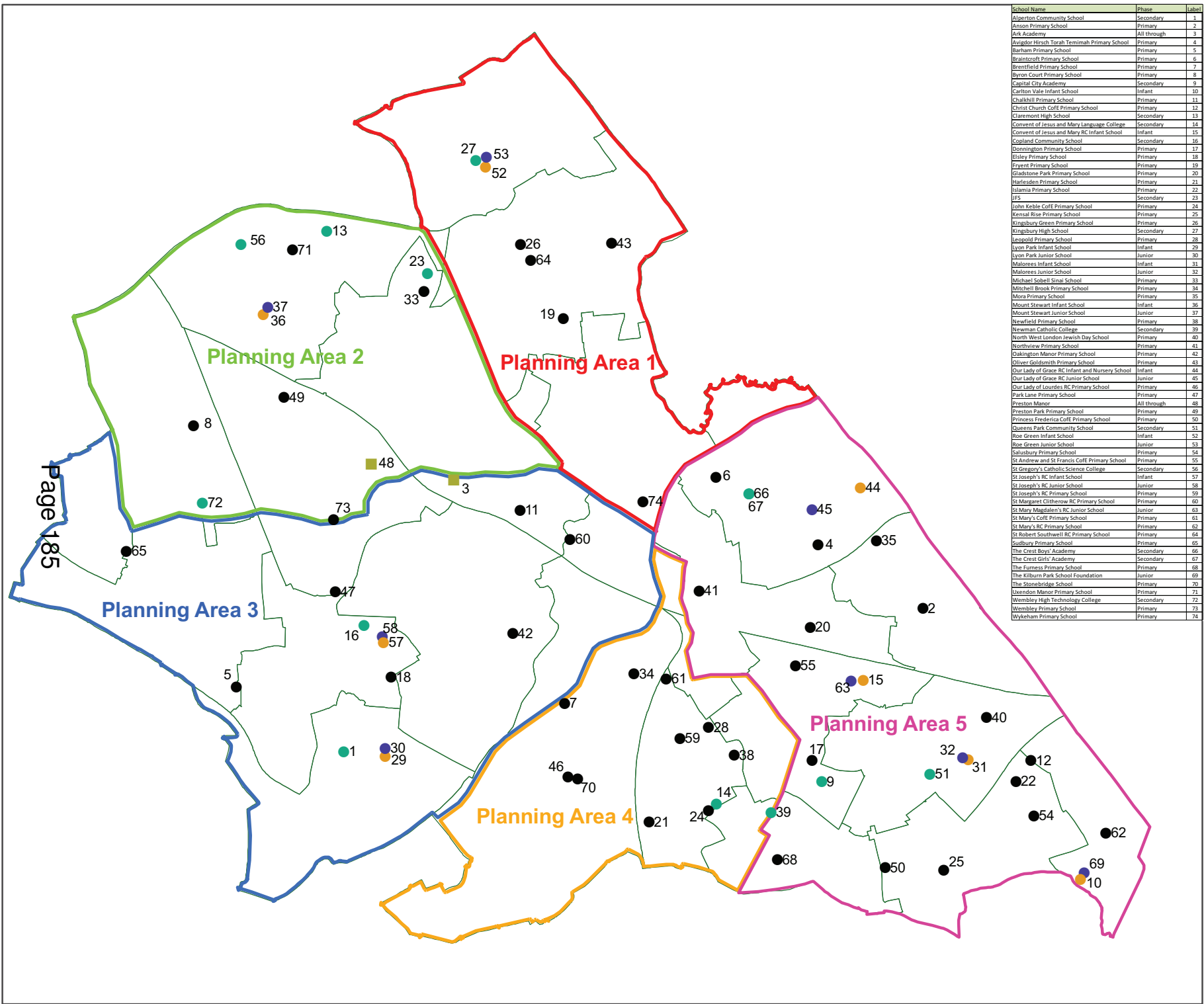
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School Name	Phase	Label
Alpertown Community School	Secondary	1
Anson Primary School	Primary	2
ARK Academy	All through	3
Avigdor Harach Torah Temimah Primary School	Primary	4
Barham Primary School	Primary	5
Braintcroft Primary School	Primary	6
Brentfield Primary School	Primary	7
Byron Court Primary School	Primary	8
Capital City Academy	Secondary	9
Carlton Vale Infant School	Infant	10
Chalkhill Primary School	Primary	11
Christ Church CofE Primary School	Primary	12
Claremont High School	Secondary	13
Convent of Jesus and Mary Language College	Secondary	14
Convent of Jesus and Mary RC Infant School	Infant	15
Copland Community School	Secondary	16
Dormington Primary School	Primary	17
Esley Primary School	Primary	18
Eryent Primary School	Primary	19
Gladstone Park Primary School	Primary	20
Gladstone Primary School	Primary	21
Islamia Primary School	Primary	22
JFS	Secondary	23
John Keble CofE Primary School	Primary	24
Kensal Rise Primary School	Primary	25
Kingsbury Green Primary School	Primary	26
Kingsbury High School	Secondary	27
Leopold Primary School	Primary	28
Lyon Park Infant School	Infant	29
Lyon Park Junior School	Junior	30
Malorees Infant School	Infant	31
Malorees Junior School	Junior	32
Michael Sobell Sinai School	Primary	33
Michell Brook Primary School	Primary	34
Mora Primary School	Primary	35
Mount Stewart Infant School	Infant	36
Mount Stewart Junior School	Junior	37
Newfield Primary School	Primary	38
Newman Catholic College	Secondary	39
North West London Jewish Day School	Primary	40
Northview Primary School	Primary	41
Oakington Manor Primary School	Primary	42
Oliver Goldsmith Primary School	Primary	43
Our Lady of Grace RC Infant and Nursery School	Infant	44
Our Lady of Grace RC Junior School	Junior	45
Our Lady of Lourdes RC Primary School	Primary	46
Park Lane Primary School	Primary	47
Preston Manor	All through	48
Preston Park Primary School	Primary	49
Princess Frederica CofE Primary School	Primary	50
Queens Park Community School	Secondary	51
Roe Green Infant School	Infant	52
Roe Green Junior School	Junior	53
Salisbury Primary School	Primary	54
St Andrew and St Francis CofE Primary School	Primary	55
St Gregory's Catholic Science College	Secondary	56
St Joseph's RC Infant School	Infant	57
St Joseph's RC Junior School	Junior	58
St Joseph's RC Primary School	Primary	59
St Margaret Clitherow RC Primary School	Primary	60
St Mary Magdalen's RC Junior School	Junior	61
St Mary's CofE Primary School	Primary	62
St Mary's RC Primary School	Primary	63
St Robert Southwell RC Primary School	Primary	64
Sudbury Primary School	Primary	65
The Crest Boys' Academy	Secondary	66
The Crest Girls' Academy	Secondary	67
The Furness Primary School	Primary	68
The Kilburn Park School Foundation	Junior	69
The Stonebridge School	Primary	70
Uxendon Manor Primary School	Primary	71
Wembley High Technology College	Secondary	72
Wembley Primary School	Primary	73
Wykeham Primary School	Primary	74

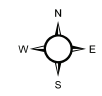
Legend

Schools by Type

- Primary
- Secondary
- Infant
- Junior
- Primary and Secondary

School Planning Areas Name

- Planning Area 1
- Planning Area 2
- Planning Area 3
- Planning Area 4
- Planning Area 5
- Ward Boundaries



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Appendix 2 - GLA projections showing the total number of children in each planning area split into age group and academic year

Planning Area 1:

PA	Year September	Year Group							Totals
		REC	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Reception to Year 6
1	2013	580	524	503	489	444	444	443	3,426
1	2014	596	584	538	515	498	451	452	3,633
1	2015	651	588	590	541	519	501	454	3,845
1	2016	662	643	595	595	545	522	505	4,066
1	2017	680	653	650	599	599	548	526	4,256
1	2018	691	671	660	655	604	603	552	4,437
1	2019	696	682	679	666	661	608	608	4,598

Planning Area 2:

PA	Year September	Year Group							Totals
		REC	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Reception to Year 6
2	2013	673	712	628	633	608	581	576	4,410
2	2014	709	691	725	638	641	615	586	4,606
2	2015	723	720	696	728	641	644	615	4,767
2	2016	721	734	725	699	732	644	644	4,899
2	2017	734	732	739	728	702	734	644	5,012
2	2018	739	744	737	742	731	704	734	5,132
2	2019	738	750	750	740	745	734	705	5,161

Planning Area 3:

		Age							Totals
PA	Year September	REC	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Reception to Year 6
3	2013	872	851	829	768	773	777	712	5,581
3	2014	919	904	883	857	792	798	801	5,953
3	2015	947	921	914	896	867	803	808	6,157
3	2016	1,003	950	932	927	907	879	813	6,412
3	2017	1,034	1,005	961	945	938	919	890	6,693
3	2018	1,054	1,036	1,017	975	956	950	931	6,919
3	2019	1,064	1,056	1,048	1,030	986	969	962	7,115

Planning Area 4:

		Year Group							Totals
PA	Year September	REC	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Reception to Year 6
4	2013	658	649	683	568	553	511	513	4,135
4	2014	688	699	661	694	575	560	516	4,393
4	2015	716	722	704	664	697	577	561	4,639
4	2016	687	751	727	707	667	700	578	4,816
4	2017	688	721	756	731	710	670	701	4,977
4	2018	682	722	726	760	734	714	671	5,010
4	2019	672	715	728	730	764	738	716	5,063

Planning Area 5:

PA	Year September	Year Group							Totals
		REC	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Reception to Year 6
5	2013	1,213	1,244	1,235	1,210	1,192	1,163	1,113	8,369
5	2014	1,234	1,246	1,261	1,249	1,221	1,201	1,169	8,581
5	2015	1,279	1,256	1,252	1,264	1,252	1,223	1,200	8,726
5	2016	1,247	1,303	1,263	1,256	1,267	1,254	1,223	8,813
5	2017	1,245	1,271	1,310	1,267	1,260	1,270	1,254	8,877
5	2018	1,234	1,269	1,279	1,315	1,271	1,263	1,270	8,902
5	2019	1,217	1,259	1,277	1,284	1,319	1,275	1,264	8,894

Appendix 3 - All Brent Schools				
Primary School Name	School Status	Expansion History/Plans	Current or Planned FE	Latest Ofsted grading
PLANNING AREA 1				
Fryent Infant & Junior School	Community	2FE Permanent from Sept 12	4	Requiring Improvement
Kingsbury Green Primary School	Community		3	Good
Oliver Goldsmith Primary School	Community		2	Good
Roe Green Infants School	Community	Managing satellite temporary provision at Strathcona (see below)	4	Outstanding
Roe Green Junior School	Community		4	Good
St. Robert Southwell RC Primary School	VA	0.5FE Permanent from Sept 12	2	Good
Wykeham Primary School	Community	1no. Reception bulge class in both 2010 & 2011	2	Good
PLANNING AREA 2				
Strathcona - managed by Roe Green Infants	Temporary	7 Temp Classes from Jan 14		
Ashley Gardens - managed by BETS	Temporary	2 Temp Classes from Jan 14		
Byron Court School	Community	10 place in each year group permanent expansion in Sept 2011	3	Outstanding
Mount Stewart Infant School	Community	1no. Reception bulge class in September 12	3	Good
Mount Stewart Junior School	Community		3	Outstanding
Preston Manor Infant School	Academy	New school, currently has R, Yr 1, Yr and Yr 3 classes	2	Good
Preston Park Primary School	Community	1FE Permanent from Sept 14	4	Good
Preston Park Primary - Annexe	Temporary	60 bulge 2012/13 until permanent expansion above		
Michael Sobell Sinai Primary School	VA		3	Good
Uxendon Manor Primary School	Community	Planned 2FE Permanent expansion from Sept 14 but not approved, currently 2FE	4	Good
Wembley Primary School	Community		4	Good
Wembley High Technology College - Primary	Academy	4FE Primary from Sept 14, 2 reception bulge classes in Sept 12	4	Outstanding
PLANNING AREA 3				
Douglas Avenue - managing school TBC	Temporary	3 Temp classes from Feb 14		
Ark Academy	Academy	New school, currently full except Yr 6	2	Outstanding
Barham Primary School	Community	2FE Permanent from Sept 12	4	Good
Chalkhill Primary School	Community	1no. Reception bulge class in both 2011 & 2012	2	Good
Elsley Primary School	Community	2FE Permanent planned for Sept 15 but not approved, currently 2FE	4	Good
Lyon Park Infant School	Community	Current amalgamation with Junior	4	Requiring Improvement
Lyon Park Junior School	Community	Current amalgamation with Junior	4	Good
Oakington Manor School	Foundation	20 place ARP in Sept 13	3	Outstanding
Park Lane Primary School	Community	1FE Permanent from Sept 10	2	Good
St. Joseph's RC Infant School	VA		2.3	Outstanding
St. Joseph's RC Junior School	VA		2.3	Outstanding
St. Margaret Clitherow RC Primary School	VA		1	Good
Sudbury Primary School	Academy	1FE Permanent from September 10	4	Good

Primary School Name	School Status	Expansion History/Plans	Current or Planned FE	Latest Ofsted grading
PLANNING AREA 4				
Anansi - managed by College Green Nursery	Temporary	3 Temp classes from Jan 14		
Gwenneth Rickus - managed by Leopold Primary School		15 Temp classes from Jan 14		
Brentfield Primary School	Community	1FE Permanent from Sept 11	3	Good
Convent of Jesus & Mary Infant School	VA		3	Outstanding
Harlesden Primary School	Community	2FE Permanent from Sept 14	4	Requiring Improvement
John Keble CE Primary School	VA		2	Good
Leopold Primary School	Community	Managing 15 Temp classes at GRB (see above)	2	Good
Mitchell Brook Primary School	Community	1FE Permanent from Sept 12	3	Good
Newfield Primary School	Community	1FE Permanent from Sept 11	2	Good
Our Lady of Lourdes RC Primary School	VA		1	Requiring Improvement
St. Joseph's RC Primary School	VA	1FE Permanent from Sept 14	3	Good
St. Mary's CE Primary School	VA		1.5	Good
Stonebridge Primary School	Community	1FE Permanent from Sept 15 and temporaries (see below)	3	Good
Stonebridge Primary School Annexe	Temporary	6 classes until permanent expansion		Good
PLANNING AREA 5				
Anson Primary School	Community		1.7	Good
Avigdor Hirsch Torah Termimah School	VA	1 Reception bulge place 2009	0.8	Good
Braintcroft Primary School	Community	1no. Reception bulge class in 10 + 1no. Yr 1 bulge class in April 11	3	Good
Carlton Vale School	Community	Proposed expansion from Sept 16	2	Good
Christchurch CE Primary School	VA		1	Requiring Improvement
Donnington Primary School	Community		1	Good
Gladstone Park School	Community		3	Special measures
Islamia Primary School	VA	Planned 1FE Permanent from Sept 15	2	Good
Ark Franklin Primary School (formerly Kensal Rise Primary School)	Academy		3	Special measures
Kilburn Park School	Foundation	Proposed expansion from Sept 16	2	Requiring Improvement
Malorees Infant School	Community	Planned 1FE Permanent from Sept 15	2	Requiring Improvement
Malorees Junior School	Foundation	Planned 1FE Permanent from Sept 15	2	Outstanding
Mora Primary School	Community		2	Requiring Improvement
North West London Jewish Primary School	VA	20 R bulge places in Sept 11	1.2	Good
Northview Primary School	Community		1	Good
Our Lady of Grace RC Infant School	VA		2	Outstanding
Our Lady of Grace RC Junior School	VA		2	Outstanding
Princess Frederica CE Primary School	VA	1FE Perm from Sept 14 proposal not approved by Executive	3	Good
Salisbury Primary School	Community		3	Requiring Improvement
St. Andrews & St. Francis CE Primary School	VA		2	Good

Primary School Name	School Status	Expansion History/Plans	Current or Planned FE	Latest Ofsted grading
St. Mary Magdalen RC Junior School	VA		3	Requiring Improvement
St. Mary's RC Primary School	VA		2	Good
The New Furness Primary School	Foundation	1no. Reception & 1no. Year 1 bulge class in Sept 11	2	Requiring Improvement

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Appendix 4 – Programme of All Schools/Sites

Tables 1 and 2 below show all the schools/sites which meet the criteria outlined in the report. Table 1 shows those schools/sites that will be actively progressed and table 2 shows those that meet the criteria but will not be actively progressed unless required.

Table 1: All Schools/Sites that meet the criteria and will be actively progressed by officers following Executive approval of the programme

Planning Area	School/Site	R	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Total	Notes
PA 3	Ark Academy	1								
	Chalkhill Primary School	1								
	Elsley School	1								
	Oakington Manor School			1	1					
	St. Margaret Clitherow RC Primary School	1								
PA 1	St. Joseph's RC Infant School		1							
	St. Joseph's RC Junior School				1					
	Total Proposed Number of Classes in PA 3	4	1	1	2	0	0	0	8	PRIORITY 1 PLANNING AREA - progress all schools/sites
	Kingsbury Green Primary School	1								
	Wykeham Primary School	1								Upper year groups needed to meet overall need - managing school to be identified to meet criteria
PA 2	Church Lane PRU		2	2						
	Total Proposed Number of Classes in PA 1	2	2	2	0	0	0	0	6	PRIORITY 2 PLANNING AREA - progress all schools/sites
	Byron Court School	1								
	Preston Park Primary School		1		1		1			Early filling of upper year groups in permanent expansion

	Uxendon Manor Primary School	2												As per phase 2 permanent plans, as bulge classes
	Wembley Primary School	1												
	Total Proposed Number of Classes in PA 2	4	1	0	1	0	1	0	1	0	0	0	7	PRIORITY 3 PLANNING AREA - progress all schools/sites
PA 5	Anson School	0.3	0.3	0.3										Increase admission number from 52 to 60 in all KS1 classes - need year 1 and 2 places most
	Our Lady of Grace RC Infant School		1											Need year 1; this is an outstanding school
	Our Lady of Grace RC Junior School				1									Need year 3; this is an outstanding school
	Total Proposed Number of Classes in PA 5	0.3	1.3	0.3	1	0.3	1	0	0	0	0	0	2.9	PRIORITY 4 PLANNING AREAS - only progress those schools/sites where they could provide places in required year groups
	Grand Total of Proposed Classes to be actively progressed in all Planning Areas	10.3	5.3	3.3	4	0	1	0	1	0	0	0	23.9	
	Total Requirement in all Planning Areas	4	5	3	3	0	0	0	0	0	0	0	15	
	Surplus/Deficit across all Planning Areas	6.3	0.3	0.3	1	0.3	1	0	1	0	0	0	8.9	Surplus allows for projects not progressing due to acceptable educational and/or site feasibility/cost issues and/or school to manage Church Lane not being identified

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Table 2: All Schools/Sites that meet the criteria but will not be actively progressed by officers following Executive approval of the programme unless places are still required after priority projects listed in table 1 above have been progressed

Planning Area	School/Site	R	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Total	Notes
PA 3	Mahatma Gandhi House									Complete feasibility study and hold in reserve as this is a high priority area but not best strategic fit and likely not to be cost effective
	Total Proposed Number of Classes in PA 3	0	0	0	0	0	0	0	0	PRIORITY 1 PLANNING AREA - progress all schools/sites
PA 1										
	Total Proposed Number of Classes in PA 1	0	0	0	0	0	0	0	0	PRIORITY 2 PLANNING AREA - progress all schools/sites

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 <p>Brent</p>	<p align="center">Executive 17th February 2014</p> <p align="center">Report from the Strategic Director Regeneration and Growth and the Strategic Director of Environment & Neighbourhoods</p>
<p>For Action Ward affected: Stonebridge</p>	
<p>Proposed Redevelopment of Bridge Park Community Leisure Centre</p>	

1.0 Summary

- 1.1 This report provides information regarding progress on the redevelopment of the Unisys and Bridge Park Community Leisure Centre (BPCLC) sites. It provides detail on the outcome of the public consultation undertaken at the request of the Executive to gain the public's preference on a number of facility options for the provision of a replacement leisure centre.
- 1.2 The report details four different leisure centre facility design options along with a 'retain the existing BPCLC' option and sets out the capital and revenue implications of each. A vision and objectives is proposed for the new centre.
- 1.3 The report also provides an update to Members on the current position on anticipated land receipt and Community Infrastructure Levy ("CIL") contributions. The June Executive report indicated that any of the four facility options could be funded from the land receipt and varying proportions of CIL. This paper looks in more detail at the risks associated with a 'subject to planning' deal and sets out the most likely land receipt and associated CIL payment, and details which leisure centre options are likely to be affordable.
- 1.4 Taking note of the consultation results (section 3), financial implications (section 4), diversity issues (section 6) and officer's preference the Executive is asked to agree the preferred leisure centre option, so that a professional team can be engaged to take the project forward.

2.0 Recommendations

That the Executive agree:

- 2.1 Agree the vision and objectives of the new leisure centre

- 2.2 Approve the preferred leisure centre option as (Option 3), as set out at paragraph 3.18 below.
- 2.3 Note the large majority of respondents, approximately 95%, selected as their first choice one or more of the four Options that involved change at Bridge Park, while approximately 5% of respondents selected as their first choice the option for leaving Bridge Park as it is and that at the appropriate time GMH will lead on further planning related public consultation.
- 2.4 Note the proposed appointment of project consultants.
- 2.5 Note the land value and CIL receipt risks and the implications on the affordability of the different leisure centre facility options. Should the sale of land not elicit the necessary capital receipt and advanced CIL, officers will return to Members to agree an alternate way forward.
- 2.7 Note that a further report will be submitted to the Executive prior to the tender for a Design and Build Contractor.

3.0 Detail

- 3.1 Bridge Park Community Leisure Centre (BPCLC) is a former bus depot that was converted into a Leisure Centre in the 1980's using GLA funding. It has been managed by the Council for at least the last 12 years and offers business units, dryside sports, function hall, conferencing and meeting rooms. The Bridge Park site had a covenant on it that sports and community uses should be protected and around half of any value of any development would have to be paid to the LB Bromley (as successor body to the GLC). However officers have successfully removed this covenant.

Current usage at BPCLC

- 3.2 The number of visits to BPCLC has varied over the last three years, often influenced significantly by the closure and opening of other gyms in the near vicinity. The table below shows the number of visits to BPCLC over the last three years to the sports facilities and to the meeting / function rooms.

Year	Sports Visits (inc health suite)	Meeting / function visits	Total visits
2012/13	79,188	52,521	131,709
2011/12	80,969	55,951	136,920
2010/11	76,794	48,416	125,210

*Source: Brent Sports and Parks

- 3.3 The four meeting rooms, conference room and function hall usage has fluctuated and has been affected by the recession with regular church groups moving to cheaper venues. In addition the provision of the training centre and now the Brent Civic Centre has resulted in a drop in Council departments using BPCLC. Across all meeting/function/conference rooms utilisation is only 9.77% with the rooms being vacant 90% of the time. The community suite and conference room has the greatest percentage of hours used, but are only used for 15% of their total available hours.

3.4 There are 42 business units at BPCLC of which 6 are used by Council departments, 11 are currently vacant and the remaining 25 are let to 17 different individuals or organisations which range from a company that clears junk, a solicitor, a nursery, an upholsterers, a church group, a caterer and organisations using their units for storage.

Strategic Need

3.5 Brent has one of the most inactive adult populations in London and England. Sport England's Active People survey 7 results show:

- Although reducing, 52.8% of Brent's adult population undertake no sport or moderate intensity physical activity.
- 30.5% undertake such activity at least once a week
- 18.8% of Brent's adult population participate in such activity at least three times per week.

3.6 The estimated direct cost of physical inactivity to the NHS across the UK is £1.06 billion. This is based upon five conditions specifically linked to inactivity, namely coronary heart disease, stroke, diabetes, colorectal cancer and breast cancer.(DoH: Start Active, stay active)

3.7 Brent's Planning for Sport and Active Recreation Facilities Strategy 2008 – 2021 identified that Brent has only three sports centres: Willesden, Vale Farm and Bridge Park. There is also only a small supply of private facilities. As BPCLC is an aging facility with increasing repairs and maintenance costs its re-provision should be considered as an opportunity arises. Such re-provision should be at or near the current location as it has good public access, is in an area of high deprivation, poor health, low income and has a large young population which all enhances the need for affordable pay and play facilities.

3.8 The facilities strategy identified a Borough wide need for 827 additional health and fitness stations by 2016. Several new health and fitness facilities have recently opened however very few are within 1 mile of BPCLC.

3.9 There are seven sports halls within three miles of the BPCLC but three of these are on school sites and have limited public access. The nearest public facilities are at Vale Farm and Willesden Sports Centres. There are no sports hall facilities within a mile of the centre. The strategy identified that there was a need for a further 4 to 6 court sports hall across the Borough and this together with the existing provision data supports that there should be demand to retain a sports hall within the new centre.

3.10 The strategy identified that the Borough needed to provide two additional 25m six lane swimming pools to serve the North and centre of the Borough to meet the areas of greatest demand and greatest travel distance to existing swimming pool provision.

3.11 Opportunities to meet some of this swimming demand are progressing external to Brent Council. Westminster Council have submitted a planning application to redevelop their leisure facility at Moberly which if approved will significantly increase the leisure offer including the provision of a main and

teaching pool. Whilst owned and managed by Westminster, Moberly is located within Brent in the Queens Park ward and is approximately 3 miles from BPCLC.

- 3.12 Planning permission has also been granted for the redevelopment of Dexion House in central Wembley to provide student accommodation and a health and fitness facility, dance studio plus a 6 lane 25 metre swimming pool. This has an associated section 106 agreement which requires public access to the pool at times and prices comparable to other Council owned facilities and acceptance of the Council's Leisure Discount Card. The planning permission requires the developer to commence building out the facility by 13th June 2014 although an extension may be requested. Dexion House has not progressed because of the difficult market conditions and there is no certainty over the delivery of any publicly accessible swimming pool on this Wembley site at this stage.
- 3.13 The facilities strategy does not specifically cover 5-a-side football pitches. There are two 5-a-side facilities; Goals and Power League, within two miles of BPCLC as well as seven synthetic turf pitches (but not specific 5-a-side facilities). 5-a-side football is a popular activity within the existing sports hall where it is played in an indoor rather than outdoor environment. Therefore there is likely to be demand for a small level of dedicated indoor provision.

Redevelopment

- 3.14 As a former bus depot the BPCLC building is inefficient, expensive to operate and maintain and has a backlog of major repairs. Over time there is likely to be a drop in customer satisfaction and customer usage as the facility is no longer fit for purpose.
- 3.15 To bring forward redevelopment options the council has been in discussion with General Mediterranean Holdings (GMH) the owners of the Unisys site. On 17 June 2013 the Executive agreed that the council pursue the option of a land sale to GMH (and its subsidiary company) to develop the Unisys and BPCLC sites for residential and commercial development to fund a new leisure centre on the existing Technology House site.
- 3.16 The proposal was to use a mixture of the GMH land receipt and Community Infrastructure Levy (CIL) monies accruing from the development to fully fund the provision of a new leisure centre. The new leisure centre would be built as a first phase along with a new hotel and apartments next to the North Circular Road. The current centre would only close once the new centre was completed and operational, provided that this takes place within three years.
- 3.17 Negotiations continue with GMH and the Heads of Terms are yet to be finalised. These provide that GMH will fund the design of the leisure centre to an amount still to be agreed. The Council will procure and instruct its own architect and is responsible for procuring a contractor to design and build the leisure centre. Sections 3.55 (Procurement Options) and 4.0 (Financial Implications) discusses the consultant appointments in more detail.

Leisure Centre Facility Options

- 3.18 The June Executive report detailed the feasibility study work that had been undertaken by Deloitte's and AFLS&P architects into the provision of a new leisure centre. Based on their demand analysis AFLS&P Architects developed four design options:

Option 1 – the base scheme

- four court sports hall
- 65 station gym
- Smaller separate gym
- 385m² Function hall and kitchen
- Childrens soft play area and party room
- Sauna and steam rooms
- Studios
- Spin studio
- Small meeting room
- 50 car parking spaces
- Changing rooms etc

Option 2 – Base scheme plus pool

- Option 1 plus 4 lane 25m swimming pool with moveable floor

Option 3 – base scheme, pool and no function hall

- Option 1 excluding the function hall and kitchen but including the 4 lane swimming pool with moveable floor

Option 4 – base scheme plus 5-a-side football

- Option 1 plus a 5-a-side pitch on the roof in a dome.

Consultation

- 3.19 The Executive asked that officers undertake public consultation on all four leisure centre facility options along with a fifth 'retain the existing BPCLC' option. The consultation was publicised by:

- Emailing 2,000 of the leisure centre members using registered emails
- Leafleting households close to the centre.
- Advertising consultation on the council's Twitter and Facebook pages
- Council press release and an article in the Brent and Kilburn Times

- 3.20 An exhibition was held at BPCLC during August and September showing all five options. Two face to face events were held at BPCLC on the 20 August and 12 September. Participants were asked to rank these options 1 to 5 with one being their most preferred option. Commercial tenants were invited to both face to face events. The information was also available on line through the Council's consultation portal.

- 3.21 177 responses were received in total. Following detailed analysis of the results to ensure that the scoring process mirrored the agreed methodology approved by the Council's consultation team the following scores and preferences were identified.

3.22 It is noteworthy that the large majority of respondents, approximately 95%, selected as their first choice one or more of the four Options that involved change at Bridge Park, while approximately 5% of respondents selected as their first choice the option for leaving Bridge Park as it is. The table below shows the average ranking and the preferred order of choices.

	Average Ranking of 177 responses	Order of choices
Option 2 - Base Scheme with swimming pool	1.44	1st
Option 3 - Base Scheme with pool but not function room	1.94	2nd
Option 4 - Base Scheme and a 5-a-side pitch but no pool	2.00	3rd
Option 1 - The Base Scheme	2.24	4th
Option 5 - Leave Bridge Park as it is	2.90	5th

*Source – Results of public consultation

3.23 The clear preference is for the base scheme with the swimming pool and the least preferred is to leave the centre as it is. The second to fourth choices have little variation between them in terms of average ranking.

3.24 Officers have spoken to the Borough's two Leisure Trusts that operate Vale Farm and Willesden Sports Centres to get their 'commercial operator view' on the options put forward by the Council's consultants. They highlighted the following:

- The main income generator in any leisure facility is the gym and so a larger gym of at least 80 health and fitness stations would be preferable – compared to the current proposed 65.
- A target group gym would probably attract a large user base in Brent and so a larger target gym of 40 health and fitness stations would be preferable.
- In swimming, the largest area of income generation is children's learn to swim classes so a teaching pool would be preferable or a pool design that maximises the opportunity for learn to swim classes. This is currently not incorporated.
- The provision of function and play space tends to generate little commercial return and has limited benefits from a public health perspective and so this space should be used to support the gym or pool instead.
- The centre should be developed so that the spaces are as flexible as possible so that they can accommodate new trends, fashions and activities.

- 3.25 Leisure operators will be asked to help inform the architects range and size of activity space as further design work is undertaken so that income generating opportunities and physical health benefits are maximised.

Leisure Centre Vision and Objectives

- 3.26 To assist the potential architect's develop their plans and designs for the new centre the following vision and objectives have been developed specifically in relation to the new leisure centre.

3.27 **Vision**

To provide a modern, attractive, quality facility that can compete in the mixed economy leisure market which is sympathetic to the diversity of Brent's residents resulting in their increased participation and engagement in the centre's activities this realising a healthier more active population and best value for the Council and residents.

3.28 **Objectives:**

- a) To provide a modern, attractive quality facility that is welcoming, safe, inclusive and fully accessible
- b) To provide a facility and service that increases participation in sport and physical activity and particularly widens access and usage by the Council's target groups.
- c) To ensure the design, materials, finishes, fixtures and fittings and equipment provide the quality that will ensure the Centre is competitive in the challenging leisure market
- d) To ensure the facility design and building components recognise the demographics of the Borough and the diversity of the local population.
- e) To provide a building that maximises latest innovations and technology and has the ability to be flexible and adapt to future advances and trends
- f) To ensure that sustainability is at the heart of the building by providing a, resilient, robust, efficient durable building that maximises long term value for money
- g) To improve residents satisfaction with local leisure facilities.

Financial Implications

- 3.29 This section sets out the capital cost estimates and ten year revenue projections (taken from Deloitte's: Bridge Park Centre Feasibility Study - June 2013), the likely CIL and land receipts and hence the affordability of the five options.

Capital cost estimates

- 3.30 Using benchmarked rates from BCIS cost indices and Deloitte's own cost data from schemes they have delivered in the past eight years, Deloitte's calculated the following indicative capital costs for building of the new leisure centre facility options:

Options	Total area	Total Capital Cost
Option 1- base case	3,585 m2	£7.5m
Option 2 - base case plus pool	4,741 m2	£10.1m
Option 3 - the pool replacing function hall	3,689 m2	£8.3m
Option 4 - no pool but 5a side pitch on roof	4,408 m2	£8.5m
Option 5 - no development and refurbish the existing centre	As current	£4.16m *

Source: Deloitte's feasibility study June 2013

*Note see paragraph 3.33 below

- 3.31 These costs include a 10% contingency to reflect that the project is at such an early stage. A number of assumptions and exclusions have been included in the cost estimates. The new build options will be designed to last 35 to 40 years.
- 3.32 The capital cost of a leisure centre with a pool would be roughly £0.8 - £2.6m above the costs of a dry-side centre
- 3.33 If the Council does not provide a new leisure centre and retains the existing BPCLC there are a range of major structural repair costs which would be required to maintain the centre in an operational condition for the next 10 years. These capital costs are estimated at £4.16m and these costs would most likely be funded from unsupported borrowing leading to debt charges on the revenue budget of approximately £475k per annum over 10 years. This is reflected in the operational costs of the refurbishment option.
- 3.34 There is an inflation risk to the above as the costings were compiled for the June 2013 Feasibility Study with inflation beyond the second quarter of 2013 excluded.

Projected Revenue costs

- 3.35 Whilst developing the revenue projections for the four options the consultants looked at the existing centres revenue costs over the last three years: 2010 – 2013. The average revenue cost for operating Bridge Park was £492k per annum. In future years these costs are likely to increase.
- 3.36 In addition, Property & Projects have a net budget income target of £152k per annum for the business units at BPCLC. The uncertainty surrounding the future use of the building has made it difficult to maintain very high occupation levels. It is likely this year the net income target for business units at BPCLC will be underachieved by £86k. Redevelopment of the Centre will mean the loss of business unit rental income as there are no proposals under Options 1 - 4 to include business unit provision.

- 3.37 The revenue projections were calculated based on the Council continuing to operate the centre and below are the net annual projected running and lifecycle costs averaged over ten years:

	Net Annual Running and life cycle costs (£)	Additional annual revenue costs above the cheapest option with lifecycle (£)
Option 1 - base case	224,065	4,906
Option 2 - base case plus pool	373,954	154,795
Option 3 - the pool replacing function hall	369,542	150,383
Option 4 - no pool but 5a side pitch on roof	219,159	0
Option 5 - no development and refurbish the existing centre	966,547*	747,388

Source: Deloitte's feasibility study June 2013

*Note:

- Option 5 includes the debt charges arising to the revenue budget from the structural repair capital costs of £4.16m. The June Executive report had previously only included the structural repair costs divided over ten years.
 - The operational costs do not take into account the loss of business unit rental income.
 - All these figures are obviously dependent on the success of the centre
- 3.38 If the operation of the centre was to be provided by a Leisure Trust this could bring additional NNDR and VAT savings. This should be able to deliver another £79k to £92k of savings per annum.
- 3.39 Overall, all the redevelopment projections are less than the current operating cost of £492,000. If the loss of £66,000 income from letting business units is taken into account, there are still savings to the council.
- 3.40 Within these, option 1 and 4 deliver the best potential for savings because they do not include a swimming pool and thus closer balance revenue generation with operational cost. A pool will cost the Council an additional £150k per annum compared to dry side only facilities but should still deliver small revenue saving when compared to the current position.

CIL and land sale

- 3.41 The June Executive report identified that the provision of a new leisure centre would be funded through a land sale receipt for the BPCLC site (excluding Technology House and the car breakers yard) and securing Community Infrastructure Levy (CIL) funds.
- 3.42 In June 13 the Executive report stated that all leisure centre capital costs would be funded from a land receipt and advanced CIL. The draft GMH Heads of Terms informed of a land receipts of approximately £6.4m in addition to advanced CIL receipts of £6.6m of which £3.7m (note there was a calculation error in the June 13 Executive report which referenced a need for only £2.6m

CIL) would be used to fund a new leisure centre based on a notional predominantly private housing scheme of 512 houses.

- 3.43 Subsequent planning advice on detailed proposals from GMH indicates that a reduction in density of up to 15% could be required in addition to increased affordable provision. This will only be determined as the proposals progress through the planning process thus impacting on the residual land receipt and CIL which will reduce if the number of homes decreases, potentially putting the GMH deal at risk. Whilst negotiations with GMH are on going it is anticipated that land receipts will be approximately £5.5m and advanced CIL is most likely to be roughly £5.25m.
- 3.44 On the basis of successfully concluding negotiations with GMH, as above, the scheme could generate approximately £10.75m (£5.5m + £5.25m). This would mean in terms of capital costs, that all four new leisure facility options would be affordable but would require the land value and a significant proportion of the CIL funding. It would however require no other capital funding nor CIL from other sites.
- 3.45 If the GMH scheme fails it is possible that there would be less income to the council. Although in theory it seems as if the scheme could be fully funded, it is noteworthy that depending on the timing of payments from GMH, particularly in relation to the CIL, there maybe a medium term cash-flow issue. That could be mitigated through, renegotiation of heads of terms, a successful bid for grant funding or alternatively subject to further Executive approval to short term prudential borrowing.
- 3.46 It should be noted, that the land receipts and CIL funding are the current scenarios and there is a risk at this early stage that these will change and could result in any or all of the options not being affordable. To manage this risk it is appropriate to look at alternative funding options.

Alternative funding streams

- 3.47 Sport England has recently launched a new funding stream, the 'Strategic Facilities Fund', that will direct capital investment into a number of key local authority projects that are identified through a strategic needs assessment and that have maximum impact on growing and sustaining community sport participation.
- 3.48 The Fund will support projects that bring together multiple partners, including input from the public and private sectors and national governing bodies of sport (NGBs). An applicant has to submit an expression of interest and there are no time frames associated with this Fund. An expression of interest will be made to Sport England but as with all grant applications, there is no guarantee that funding will be secured.
- 3.49 An initial meeting has occurred with Sport England and the Amateur Swimming Association. Further information is being provided and certain design requirements which will be required by Sport England will be incorporated to aid LB Brent's chances of securing funding.

Summary of the analysis

3.50 Officers considered all the above information and the equalities implications (Appendix 1) and identified the following key principles to help them establish their preferred facility option for a new leisure centre at Bridge Park:

- a) Maximise opportunities for increasing participation in sport and physical activity by all Brent residents but particularly enabling increased participation by under-represented groups e.g. females, disabled people, young people, black and ethnic minority groups.
- b) Improve the health and well-being of local residents
- c) Be affordable in terms of capital costs
- d) Maximise income generating opportunities so as to reduce revenue costs

3.51 The table below summarises the key facts relating to the decision.

Option	Option 1 – base case	Option 2 – base case plus pool	Option 3 – the pool replacing function hall	Option 4 – no pool but 5a side pitch on roof	Option 5 - Refurbish and retain existing centre
Capital Cost	£7,500,000	£10,100,000	£8,300,000	£8,500,000	£4,160,000
Operational cost (in house) / year	£224,065	£373,954	£369,542	£219,159	£966,547
Operational cost (outsourced) / year	£143,383	£282,371	£290,000	£127,310	-
Average throughput per annum	290,533	366,398	305,774	308,963	131,709 (current centre)
Average throughput ranking	4	1	3	2	5
Capital cost ranking	2	5	3	4	1
Operational cost ranking	2	4	3	1	5
Average ranking of 177 survey responses	2.24	1.44	1.94	2	2.9
Public consultation ranking	4	1	2	3	5

* Note Option 5 operational cost includes the debt charges arising to the revenue budget from the structural repair capital costs of £4.16m.

3.52 Officers preference is for option three – base case plus pool and no function hall for the following reasons:

- The provision of a pool is likely to attract a greater percentage of female, disabled and under 16 participants than a facility without a pool. As swimming is often a family activity it will encourage all ages to participate.
- The revenue implications are not too dissimilar to those for option 2 and is still making significant savings compared to the current cost of BPCLC
- The local community wanted to see the provision of a swimming pool.
- Function halls are relatively expensive to run and generate little income and have low levels of utilisation.

3.53 Officers are minded in their consideration of all options that they would like to see the gym and the target group gym expanded and all the spaces made as flexible as possible to accommodate a range of activities.

3.54 It is not proposed to replace the business units as part of the new leisure centre. For many years units have remained vacant and there are often operational conflicts between the needs of the business units and the leisure centre users. Current business unit tenants will be advised of other Council owned business units.

3.55 There are various community buildings across the Borough which have rooms available for hire as well as various hotels having large function and small meeting rooms available. This is expanded upon in the Equalities assessment, appendix 1.

3.56 If the sale of land to GMH does not elicit the necessary capital receipt and advanced CIL, officers will return to Members to agree an alternate way forward.

Procurement Options

3.57 An Officer's Procurement Working Group was established comprising officers from Property and Projects, Legal & Procurement and Sports & Parks with Deloitte's appointed to advise on procurement options for the new leisure centre.

3.58 A number of options were considered to procure the delivery of the new leisure centre to ensure that the Councils Building Vision and Objectives were met, in particular the initial stages of the project being time critical to ensure a planning application is submitted at the same time as the neighbouring GMH development.

3.59 A number of consultant procurement options were considered, including.

- Single appointments, to accommodate the project timetable and provide the Council flexibility in appointing the remainder of the professional team.
- Single appointment via a Project Manager who would provide a single point of contact for the Council, the Council would be unable to select consultants and would be 'remote' from consultants who would report to the Project Manager and not the Council as client.

- Hybrid, with the Project Manager and Design Team appointed separately but there being no single point of contact for the Council as client and the Design Team coming as a package with sub-consultants being remote from the client.

- 3.56 Whilst a number of consultant frameworks exist, the majority are housing led, with few framework consultants having extensive experience in the specialist leisure sector.
- 3.57 The preferred option is to procure a professional team via single appointments, providing flexibility for the Council to select and manage its own professional team. The professional team is anticipated to comprise:
- Architect
 - Project Manager
 - Structural Engineer
 - Civil Engineer
 - Mechanical and Electrical Engineer
- 3.58 The anticipated cost of appointing the Architect will be below the OJEU limit of £172,512 which will be incurred in 2014/15, the Project Manger/Employers Agent would be the next commission with the remainder of the professional team to follow. The anticipated cost of each member of the professional team is below the OJEU limit. On a project basis average professional fees can equate to around 12.5% of build costs, which based on option 3 will collectively equate to around £1.04m.
- 3.59 The Executive is asked to note proposed spend on consultants which will be 'at risk' until the Heads and Terms are agreed with GMH and subject to negotiation around the detail of the land contract agreement. The contracts with the consultants will be framed with break points at each of the work stages to allow for the Council to abort if required.

4.0 Financial Implications

- 4.1 The estimated capital cost of delivering the preferred leisure centre, option 3 is £8.300m. In addition to this the likely project consultant fees will equate to £1.04m.
- 4.2 Delivery of the project is entirely dependent on adequate land sale receipts and advance CIL payments being received from GMH, which is still subject to Heads of Terms (HoTs) negotiations. Should either fall short of anticipated levels (£5.5m land sale receipts and CIL of £5.25m), or should there be a cashflow issue, officers will return to members with proposals for an alternative way forward. As noted above, the land receipts and CIL funding are the current scenarios and there is a risk at this early stage that these will change and could result in any or all of the options not being affordable through land receipts and CIL and therefore alternative funding options are being developed.
- 4.3 Property & Projects have a net budget income target of £152k per annum for the business units at BPCLC. The uncertainty surrounding the future use of

the building has made it difficult to maintain very high occupation levels. It is likely this year the net income target for business units at BPCLC will be underachieved by £86k. Redevelopment of the Centre will mean the loss of business unit rental income

- 4.5 It is anticipated that the cost of all consultants will be funded by GMH as part of the HoTs being negotiated, the Council is at risk until agreement has been reached. The current HoTs suggest that GMH will fund all consultants, however this is subject to further negotiation around the detail.
- 4.6 Until the HoT's are signed the Council is at risk in terms of any financial commitment entered into. Officers will work to manage this risk, by appointing consultant to limited stages with payment on completion of appropriate project milestones.
- 4.7 As outlined above, there is an inflation risk to the above option costings as these were compiled for the June 2013 Feasibility Study with inflation beyond the second quarter of 2013 excluded.

5.0 Legal Implications

- 5.1 The council's statutory duties in relation to sport and leisure provision are engaged under s19 (1) of the Local Government (Miscellaneous Provisions) Act 1976 which gives a local authority the power to provide such recreational facilities as it thinks fit. Given a local authority has discretion as to the nature of the recreational facilities it provides; the council is permitted to select any of the proposals subject to consultation.
- 5.2 Whilst it is appropriate to have regard to the outcome of the public consultation, this is only one aspect to be considered when selecting the preferred option.
- 5.3 The council's duties in connection with equalities is dealt with in paragraph 6 below.
- 5.4 The four facility redevelopment options propose funding from land receipts and varying proportions of CIL. A leisure centre is infrastructure to which the council can apply CIL, or cause it to be applied, in accordance with the provisions of the Planning Act 2008. Whilst the council is required to set aside 20% of total CIL received from all projects within the Borough for local spend (15%) and administration (5%), the council has discretion as to how it uses CIL from any particular project.
- 5.5 As indicated at paragraph 3.58, the anticipated value of each member of the professional team is below the financial limit set out in the Public Contracts Regulations 2006 (the EU Regulations") and thus the appointments are not subject to the full requirements of the EU Regulations. Further, given the anticipated value of professional appointments, each appointment is classified as a Low Value Contract under the council's Contract Standing Orders and Financial Regulations and thus Chief Officers have powers delegated under the Constitution to make such appointments.

6.0 Diversity Implications

- 6.1 Under Section 149 of the Equality Act 2010 the Council has a duty when exercising its functions, to have 'due regard' to the need to eliminate discrimination and other conduct prohibited under the Act and advance equality of opportunity and foster good relations between those who share a "protected characteristic" and those who do not share that protected characteristic. The 'protected characteristics' are age, sex, race, disability, religion or belief, marriage, sexual orientation, pregnancy and maternity, gender reassignment. Under the Act, Members must consider the effect that implementing a particular policy will have in relation to equality as part of the decision making process.
- 6.2 A detailed analysis of the equality implications is attached as Appendix 1 Members should consider the detail as part of their decision making process.
- 6.3 Sport England's Active People surveys identifies a number of target groups which are under represented in terms of participation in sport and physical activity. The nationally identified under-represented groups are young people, women and girls, people with disabilities, over 45's and black and minority ethnic groups. Analysis of the available data in relation to the impact on the different protected characteristic groups shows that there is very little variance in terms of equalities implications between the four different facility options. However, the pool generally generates greater levels of participation in physical activity across all groups and marginally attracts greater participation by under represented target groups.
- 6.4 The demographic profile of adult members at BPCLC is reasonably reflective of the Stonebridge ward profile. The profile of those who undertook the consultation survey consultation was also similar to the Stonebridge ward resident profile although the sample size was so small that it makes any options comparisons based on equality strands difficult to statistically validate.
- 6.5 The four facility options all exclude the provision of meeting rooms. This potentially has a negative impact on the four faith groups who hire BPCLC on a regular basis:
- Three Christian groups who between them book 4 sessions totalling 8.5 hours per week with an average attendance of 45 people per session.
 - A Muslim school uses BPCLC for seven sessions per week for 2 hours each weekday and 3 hours each on Saturdays and Sundays, totalling 16 hours per week. Average attendance is approximately 40 people per session.
- 6.6 However a number of community, faith and public buildings in and around the Stonebridge and Harlesden area have similar size meeting rooms for hire at comparable rates e.g. The Hub, Unity Centre and Children's Centre.

- 6.7 Business units are not being re-provided at the site. Currently a variety of commercial and voluntary organisations as well as Council departments have business units at BPCLC. Demographic information is not available but the ranging nature of the tenants' work would indicate that no particular equality strand will be proportionally adversely impacted upon. Officers will work with tenants to signpost them to alternate Council owned units.
- 6.8 Option 1 - The base option includes a main gym and a separate target group gym. The target gym would advance equality of opportunity above the current provision as it would enable specific sessions for targeted groups such as for females only, young people, exercise referral and disabled people to take place without affecting users of the main gym.
- 6.9 Option 2 – base scheme with swimming pool. National and local data indicates that the provision of a swimming pool is likely to attract a slightly greater percentage of female and disabled users than a dry-side only facility. The design of the pool together with pool programming will attract a large proportion of Under 16's through casual, school use and learn to swim classes. In addition target group sessions can be organised e.g. female only, sessions for disabled people. As Stonebridge and Harlesden have high levels of health inequalities and a proportionally large young population, the provision of a pool will have a positive impact.
- 6.10 Option 3 – base scheme, pool and no function hall. The non provision of the function hall will affect one African-Caribbean community group that hires the hall on a regular basis. They book every other week for four hours and attract approximately 100 people per session. Last year there were 29 one-off bookings in the main function hall. These included a bible course, birthday parties, funerals, celebrations of Jamaica and also Mozambique day, a gospel show, pre-Indian wedding, charity fund raising fitness classes, company AGM and a natural health fair. A number of community buildings and Wembley hotels have larger function halls for hire which would mitigate any impact on the regular user and offer alternatives for the casual users.
- 6.11 Option 4 – base scheme plus 5-a-side football. The council does not have any demographic data on the users of 5-a side football pitches but national data seems to indicate that it may attract more young male users. There are a number of dedicated 5-a-side pitches and full artificial turf pitches within 2 miles of BPCLC which would help mitigate non provision of this facility, and the sports hall can be used for indoor 5 a side football.
- 6.12 Members are to give due regard to the Section 149 duty but must also pay regard to any countervailing factors which it is proper and reasonable for them to consider. These may include budgetary and financial constraints which are outlined elsewhere in this report.

7.0 Staffing/Accommodation Implications

- 7.1 BPCLC is currently managed in-house. If the existing centre is kept open until the new one opens then there would be no immediate staffing implications

associated with the redevelopment of the centre. If it is chosen to outsource the management and operation of the new centre, then TUPE arrangements would apply.

8.0 Background Papers

June 17 2013 Executive Report - Bridge Park-Redevelopment Proposals & Background Papers
Planning for Sport and Active Recreation Facilities Strategy 2008 – 2021
Deloitte's: Bridge Park Centre Feasibility Study June 2013
Deloitte's Procurement Options Report June 2013
Continuum: Review of sports facilities within Brent - 17 November 2008 -
Department of Health: Start Active, stay active
Sport England: Active People Survey fact sheets

9.0 Appendices

Appendix 1: Equality Assessment

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Appendix 1

Brent Council Equality Analysis Form

1. Roles and Responsibilities: please refer to stage 1 of the guidance	
Directorate: Regeneration and Growth Service Area: Property and Projects	Person Responsible: Name: Aine Ryan Title: Strategy and Service Development Officer Contact No: 020 8937 5622 Signed:
Name of policy: Bridge Park Leisure Facility Options	Date analysis started: 11/11/2013 Completion date: TBA Review date: 17/01/2015
Is the policy: New X	Auditing Details: Name: Aine Ryan Title: Strategy and Service Development Officer Date: Contact No: 020 8937 5622 Signed:
Signing Off Manager: responsible for review and monitoring Name: Andy Donald Title: Strategic Director Regeneration and Growth Date Contact No: Signed:	Decision Maker: Name individual /group/meeting/ committee: Executive Date: 17 February 2014
2. Please provide a description of the policy/project. Describe the aim and purpose of the policy/project, what needs or duties is it designed to meet? How does it differ from any existing policy or practice in this area? Please refer to stage 2 of the guidance.	

The project is to enable the provision of a new sports centre at Bridge Park funded through a land sale receipt for the BPCLC site (excluding Technology House and the car breakers yard) and securing Community Infrastructure Levy (CIL) funds. Four options were proposed that would offer a different range of facilities within the proposed new leisure centre plus a 'do nothing' approach.

Bridge Park Community Leisure Centre (BPCLC) is a former bus depot that was converted into a Leisure Centre in the 1980's using GLA funding. It has been managed by the Council for at least the last 12 years and offers business units, dryside sports, function hall, conferencing and meeting rooms. As a former bus depot the BPCLC building is inefficient, expensive to operate and maintain and has a backlog of major repairs. Over time there is likely to be a drop in customer satisfaction and customer usage as the facility is no longer fit for purpose.

The number of visits to BPCLC has varied over the last three years, often influenced significantly by the closure and opening of other gyms in the near vicinity.

The four meeting rooms, conference room and function hall usage has fluctuated and has been affected by the recession with regular church groups moving to cheaper venues. In addition the provision of the training centre and now the Brent Civic Centre has resulted in a drop in Council departments using BPCLC.

There are 42 business units at BPCLC of which 6 are used by Council departments, 11 are currently vacant and the remaining 25 are let to 17 different individuals or organisations which range from a company that clears junk, a solicitor, a nursery, an upholsterers, a church group, a caterer and organisations using their units for storage.

Brent's Planning for Sport and Active Recreation Facilities Strategy 2008 – 2021 identified that Brent has only three sports centres: Willesden, Vale Farm and Bridge Park. There is also only a small supply of private facilities. As BPCLC is an aging facility with increasing repairs and maintenance costs its re-provision should be considered as an opportunity arises. Such re-provision should be at or near the current location as it has good public access, is in an area of high deprivation, poor health, low income and a has large young population which all enhances the need for affordable pay and play facilities.

The facilities strategy identified a Borough wide need for 827 additional health and fitness stations by 2016. Several new health and fitness facilities have recently opened however very few are within 1 mile of BPCLC.

There are seven sports halls within three miles of the BPCLC but three of these are on school sites and have limited public access. The nearest public facilities are at Vale Farm and Willesden Sports Centres. There are no sports hall facilities within a mile of the centre. The strategy identified that there was a need for a further 4 to 6 court sports hall across the Borough and this together with the existing provision data supports that there should be demand to retain a sports hall within the new centre.

The strategy identified that the Borough needed to provide two additional 25m six lane swimming pools to serve the North and centre of the Borough to meet the areas of greatest demand and greatest travel distance to existing swimming pool provision.

To bring forward redevelopment options the council has been in discussion with General Mediterranean Holdings (GMH) the owners of the Unisys site. On 17 June 2013 the Executive agreed that the council pursue the option of a land sale to GMH (and its subsidiary company) to develop the Unisys and BPCLC sites for residential and commercial development to fund a new leisure centre on the existing Technology House site.

The June Executive report detailed the feasibility study work that had been undertaken by Deloitte and AFLS&P architects into the provision of a new leisure centre. Based on their demand analysis AFLS&P Architects developed four design options:

Option 1 – the base scheme

- four court sports hall
- 65 station gym
- Smaller separate gym
- 385m² Function hall and kitchen
- Children’s soft play area and party room
- Sauna and steam rooms
- Studios
- Spin studio
- Small meeting room
- 50 car parking spaces
- Changing rooms etc.

Option 2 – Base scheme plus pool

- Option 1 plus 4 lane 25m swimming pool with moveable floor

Option 3 – base scheme, pool and no function hall

- Option 1 excluding the function hall and kitchen but including the 4 lane swimming pool with moveable floor

Option 4 – base scheme plus 5-a-side football

- Option 1 plus a 5-a-side pitch on the roof in a dome.

Officers’ recommendation is for option three – base case plus pool and no function hall for the following reasons:

- The provision of a pool is likely to attract a greater percentage of female, disabled and under 16 participants than a facility without a pool. As swimming is often a family activity it will encourage all ages to participate.
- The revenue implications are not too dissimilar to those for option 2 and is still making significant savings compared to the current cost of BPCLC
- The local community wanted to see the provision of a swimming pool.

The purpose of this equality assessment is to provide members with all the relevant equalities issues to inform a final option decision. In doing so the protected characteristics of age, sex, disability, race

and religion seemed of particular relevance and the analysis therefore focusses on these.

3. Describe how the policy will impact on all of the protected groups:

It is felt that that the general redevelopment of the Bridge Park Community Leisure Centre will have a positive impact on all 9 protected characteristics in that the proposed option 3 provides new wide ranging facilities which will encourage and enable all the community to participate in leisure activities.

In analysing the four individual options the following equalities data has been extrapolated:

Option 1 – the base scheme

It is important to note that all of the options would include a main gym and a separate target group gym. This enables specific sessions to operate without affecting the general gym use. Such activities are likely to include sessions for: females' only, young people, exercise referral and disabled people which are some of our under-represented groups in the context of sport and physical activity.

Option 2 - Base Scheme with Swimming Pool

National and Brent's own evidence shows that a facility that includes a swimming pool has a slightly greater percentage of female and disabled members than one that is a dry-side only facility. As the wards of Stonebridge and Harlesden have high levels of health inequalities in particular and 16.8% and 15.7% of residents with a limiting long-term illness/disability it is felt that the provision of a swimming pool facility will have a positive impact on residents bearing in mind that the nearest swimming pool facility is approximately 4 mile distance from Bridge Park.

Programming of swimming can attract high levels of usage by young people as evidenced in question 3 below. This is of particular relevance in the Stonebridge and Harlesden wards where there are a high proportion of young people.

Option 3 – base scheme, pool and no function hall

The factors in option 2 apply equally here since the offer is the same save for the function hall. There is only one consistent fortnightly room hire of the current function hall. There were 29 casual bookings of the function hall over the last year and there is no guarantee that such bookings will be repeated. Equalities data is not available with regard to casual use although anecdotal evidence would suggest that the profile is reflective of the ward.

In terms of comparable facilities there is a high level of provision within three miles of BPCLC with various different buildings, both community and hotel based catering for large functions.

Option 4 – base scheme plus 5-a-side football

The council does not have any demographic data on the users of 5-a side football pitches but national data seems to indicate that it may have more young male users.

In terms of local comparable facilities there are two dedicated outdoor 5-a-side facilities; Goals and Power League, within two miles of BPCLC as well as seven synthetic turf pitches (but not specific 5-a-side facilities). 5-a-side football is a popular activity within the existing sports hall where it is played in an indoor rather than outdoor environment and a sports hall will be part of the base scheme and such use could therefore continue.

To assist the potential architect's develop their plans and designs for the new centre the officer led Bridge Park Project Board have agreed the following vision and objectives in relation to the new leisure centre which are aimed at advancing equality of opportunity in relation to Brent's diverse population and generally encouraging greater participation in leisure and sports activities.

Vision

To provide a modern, attractive, quality facility that can compete in the mixed economy leisure market which is sympathetic to the diversity of Brent's residents resulting in their increased participation and engagement in the centre's activities this realising a healthier more active population and best value for the Council and residents.

Objectives: There are a total of 7 objectives, the following 4 have equality implications:

- h) To provide a modern, attractive quality facility that is welcoming, safe, inclusive and fully accessible
- i) To provide a facility and service that increases participation in sport and physical activity and particularly widens access and usage by the Council's target groups.
- j) To ensure the facility design and building components recognise the demographics of the Borough and the diversity of the local population.
- k) To improve residents satisfaction with local leisure facilities.

Please give details of the evidence you have used:

Strategic Context-The estimated direct cost of physical inactivity to the NHS across the UK is £1.06 billion. This is based upon five conditions specifically linked to inactivity, namely coronary heart disease, stroke, diabetes, colorectal cancer and breast cancer. (Department of Health: Start Active, Stay Active) As a borough Brent has lower than average self-reported good health.

Unemployment constitutes a significant risk factor for health as it is associated with general ill health, including ill health, disease and depression. Stonebridge and Harlesden wards have the highest rates of unemployment in the borough.

Brent has one of the most inactive adult populations in London and England. Sport England's Active People Survey 7 (APS7) results show that nationally 46.9% of adults undertake zero sport and active recreation once a week, reducing to 46.1% in London. In Brent 52.8% of Brent's adult population undertake no sport or active recreation.

The results showed that Brent's males are more active than females with those undertaking sport and active recreation 3 times per week for 30 minutes which varies slightly from the membership profile:

- 20.9% were male and 16.8% were female.
- 26.1% were aged 16 – 34, 17.1% aged 35 to 54 and 8.2% aged 55+.
- 20.9% were white and 17.4% were non white

Sport Specific

The national, Active People's Survey 7 results showed that Swimming is currently England's most popular sport, followed by athletics, cycling and then football. Nationally, 6.77% of those surveyed took part in swimming at least once a week with 4.65% participating in athletics including jogging, and 4.25% in football.

There is however significant difference in the results by age group. For 16 to 25 year olds, football was the most popular activity with 14.27% taking part in football at least once a week with swimming the second most popular activity with 7.66%. For those aged 26+ the most popular activity was swimming at 6.6% and football was fourth.

Analysing the survey respondents (from Active People Survey 6) who participated in sport once a week we found:

Males (who participated in sport once a week):

- 9.49% played football
- 4.92% went swimming

Females (who participated in sport once a week):

- 0.58% played football
- 8.62% went swimming

Persons from a white background (who participated in sport once a week):

- 4.58% played football
- 7.11% went swimming

Persons from a non-white background (who participated in sport once a week):

- 7.48% played football
- 4.7% went swimming

Persons who indicated they had a disability or limiting illness (who participated in sport once a week):

- 1.21% played football
- 4.83% went swimming

A survey carried out by Sporting Equals into the 2010 APS3 results concluded that swimming has a higher than average non-white participation profile and is a relatively popular sport with all ethnic groups. It is more popular with white and non-white females compared to white and non-white males. Swimming is often carried out as a family recreational activity with BME groups, which is why it is so popular.

BPCLC is located within the Stonebridge ward and analysis of adult sports members of the Centre indicates that around 70% live in the Stonebridge and neighbouring Harlesden and Tokyngton wards and the remaining 30% are scattered throughout the borough.

In the 2011 census the population of Stonebridge(16903 residents) was reported as approximately:

- 48% male and 52% female
- 47% Black, 24% White, 17% Asian, 6% Mixed and 6% other ethnicity groups. **The detailed**

ethnic breakdown is available in the table below:

- 49.9% Christian, 28.3% Muslim, 6.6% Hindu, 0.4% Buddhist, 0.2% Jewish and 0.2% Sikh.

Table - Detailed Ethnic Breakdown- Stonebridge

Ethnicity	%
White: Total	24
White: English/Welsh/Scottish/Northern Irish/British	12
White: Irish	3
White: Gypsy or Irish Traveller	0.1
White: Other White	8.9
Mixed/multiple ethnic group: Total	6
Mixed/multiple ethnic group: White and Black Caribbean	2
Mixed/multiple ethnic group: White and Black African	1.4
Mixed/multiple ethnic group: White and Asian	1
Mixed/multiple ethnic group: Other Mixed	1.6
Asian/Asian British: Total	17
Asian/Asian British: Indian	6
Asian/Asian British: Pakistani	3
Asian/Asian British: Bangladeshi	0.7
Asian/Asian British: Chinese	0.3
Asian/Asian British: Other Asian	7
Black/African/Caribbean/Black British: Total	47
Black/African/Caribbean/Black British: African	22
Black/African/Caribbean/Black British: Caribbean	16
Black/African/Caribbean/Black British: Other Black	9
Other ethnic group: Total	6
Other ethnic group: Arab	4
Other ethnic group: Any other ethnic group	2

Source: Census 2011

The Stonebridge residents is made up by 8.6% of the ward being aged 0 – 4 years, 26% aged 5 to

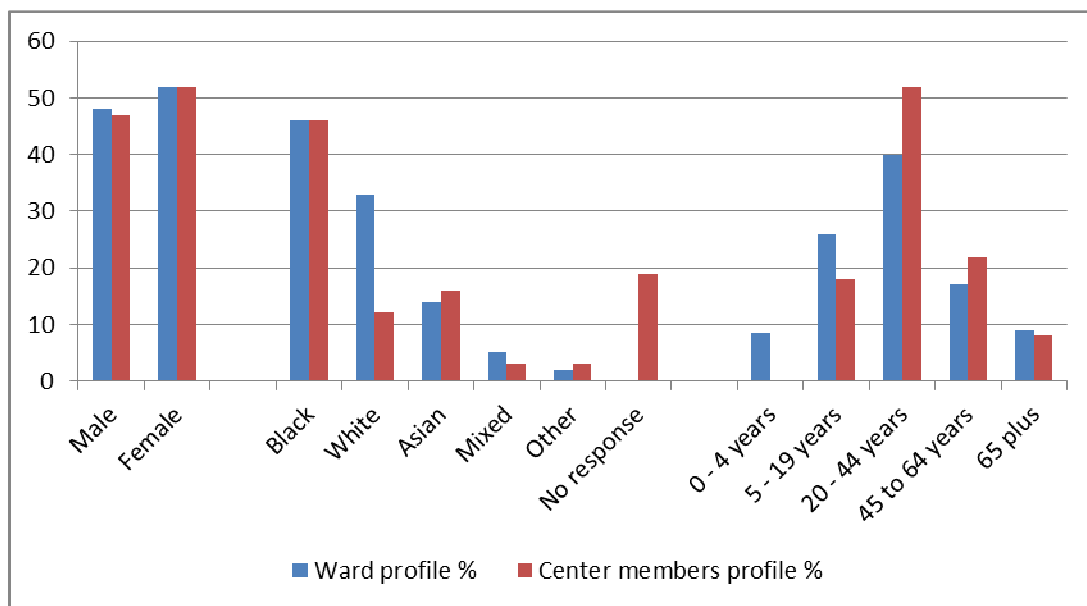
19; 40% aged 20 to 44; 17% aged 45 to 64 and 9% aged 65 plus.

Stonebridge has statistically significantly lower than average rates of reported good health with 16.8% of the ward’s residents have a limiting long-term illness.

The population profile of Tokyngton and Harlesden are very similar.

The demographic profile of adult sports members of Bridge Park is reasonably reflective of the Stonebridge ward profile with some variations: In looking at this data it needs to be considered that we do not have the demographic information for casual users and club/group block bookings and they have not been included in this analysis

The table below shows the demographic profile of BPCLC adult members and the profile of Stonebridge ward residents.



The census data on disability cannot be directly compared with the centre member profile. In terms of members; 67% declared they did not have a disability, 1% have and 32% chose not to disclose. The 2011 census data meanwhile indicated that Stonebridge has statistically significantly lower than average rates of reported good health with 16.8% of the ward’s residents have a limiting long-term illness.

When looking at the adult membership profile at BPCLC and comparing it with the gym membership and the swim membership at Willesden Sports Centre it was concluded that swim members are very slightly more proportionally likely to be female than male.

Looking at the number of swim visits across age targeted groups at Vale Farm and Willesden sports centres in 2012/13, it can be concluded that 52% of the participants were aged 16 and under. This is important to consider as both Stonebridge and Harlesden have very young populations.

Consultation Feedback

A survey was undertaken to understand the public’s preference with regard to the five facility options for the new leisure centre.

The profile of respondents is similar when compared to Stonebridge ward and BPCLC adult sports

member profiles.

177 responses were received in total. Following detailed analysis of the results to ensure that the scoring process mirrored the agreed methodology approved by the Council's consultation team, The following scores and preferences were identified.

The table below shows the average ranking and the preferred order of choices.

Table – Ranking Options

	Average Ranking of 177 responses	Order of choices
Option 2 - Base Scheme with swimming pool	1.44	1st
Option 3 - Base Scheme with pool but not function room	1.94	2nd
Option 4 - Base Scheme and a 5-a-side pitch but no pool	2.00	3rd
Option 1 - The Base Scheme	2.24	4th
Option 5 - Leave Bridge Park as it is	2.90	5th

Source: Consultation Feedback 2013

The clear preference is for the base scheme with the swimming pool and the least preferred is to leave the centre as it is. The second to fourth choices have little variation between them in terms of average ranking.

50 additional comments were received and some of the following had some equality considerations:

- 15 related to positive views on the provision of the swimming pool. Of the 15; 5 stated they would like women only sessions. 3 of the comments related to the re-housing of the Christian Church group and 2 referred to the crèche which both occupy business units at the centre and it should be noted that these individuals felt that a sixth option around the commercial and voluntary sector units should be considered
- 4 respondents asked for the council to not increase fees and charges in the new facility and consider cheaper membership
- 3 asked for the function room to remain and to also consider the provision of a café
- 20 of the remaining comments centred around a variety of issues including a dance studio, a health spa, snooker, consider the costs, it should be used for social housing, more activities including squash, do not demolish, thanks for consulting on the options, this is a great project, no more football.

Due to the small sample size it makes any options comparisons based on the equality strands difficult to statistically validate.

In looking at the different options the following equalities data was considered in relation to the other uses of the site:

There is consistent use of the existing meeting rooms at BPCLC by four faith groups (1 Muslim and 3 Christian). Inclusion of meeting rooms that can accommodate approximately 40 people has not been included in any of the facility options. See below for comments regarding mitigation of the impact on these groups

The business units at BPCLC are offered at a commercial rent. There are a range of voluntary and commercial organisations as well as Council teams that rent business units. We don't hold demographic information on these groups but the nature of the work of their work would indicate that no particular equality strand will be proportionally adversely impacted by the proposals. The provision of business units is not proposed within any of the new facility options. Officers will work with these organisations to signpost them to alternate Council owned units e.g. Designworks, Harlesden.

4. Describe how the policy/project will impact on the Council's duty to have due regard to the need to:

(a) Eliminate discrimination (including indirect discrimination), harassment and victimisation;

The objective of the project is to provide a modern, attractive, quality facility that can compete in the mixed economy leisure market which is sympathetic to the diversity of Brent's residents resulting in their increased participation and engagement in the centre's activities this realising a healthier more active population and best value for the Council and residents ultimately fits in with this objective.

(b) Advance equality of opportunity; and c) Foster good relations

All of the project options would include a main gym and a separate target group gym. This enables specific sessions to operate without affecting the general gym use. Such activities are likely to include sessions for: females' only, young people, exercise referral and disabled people which are some of our under-represented groups in the context of sport and physical activity.

National and Brent's own evidence shows that a facility that includes a swimming pool has a slightly greater percentage of female and disabled members than one that is a dry-side only facility. Nationally and in Brent as a borough women participate less in sports activities than men (although the current membership of Bridge Park and the consultation feedback demonstrated proportionate use of sports facilities having regard to the demographics of the locality) and accordingly the provision of swimming will encourage attendance by women. Swimming was accessed more often by people with disability than other options. As the wards of Stonebridge and Harlesden have high levels of health inequalities in particular and 16.8% and 15.7% of residents with a limiting long-term illness/disability and it is felt that the provision of a swimming pool facility will have a positive impact on those residents bearing in mind that the nearest swimming pool facility is approximately 4 mile distance from Bridge Park. Having regard to age, young males were highly represented in football, but attendance at swimming also has a high level of youth attendance.

Programming of swimming can attract high levels of usage by young people as evidenced in question 3 above. This is of particular relevance in the Stonebridge and Harlesden wards where there are a high proportion of young people.

The provision of a pool also provides a sports facility which is favoured by other age groups thus encouraging and providing opportunities for other age groups which are less represented. In relation to ethnicity the statistics suggest that so far as membership of the leisure centre is concerned it is proportionate to the local population. This project will therefore advance equality of opportunity and

foster good relations.

5. What engagement activity did you carry out as part of your assessment?

The Executive asked that officers undertake public consultation on all four leisure centre facility options along with a fifth 'retain the existing BPCLC' option. The consultation was publicised by:

- * Emailing 2,000 of the leisure centre members using registered emails
- * Leafleting households close to the centre
- * Advertising consultation on the council's Twitter and Facebook pages
- * Council press release and an article in the Brent and Kilburn Times

An exhibition was held at BPCLC during August and September showing all five options. Two face to face events were held at BPCLC on the 20 August and 12 September. Participants were asked to rank these options 1 to 5 with one being their most preferred option. Commercial tenants were invited to both face to face events. The information was also available on line through the Council's consultation portal.

The outcome of the consultation for the purposes of equalities data and analysis is set out in part 3 above.

6. Have you identified a negative impact on any protected group, or identified any unmet needs/requirements that affect specific protected groups? If so, explain what actions you have undertaken, including consideration of any alternative proposals, to lessen or mitigate against this impact.

An equality analysis as outlined in the evidence section of question 3 was undertaken on the four options. It is felt that that the general redevelopment of the Bridge Park Community Leisure Centre will have a positive impact on all 9 protected characteristics.

All four options exclude the provision of large meeting rooms. If members decided to progress with Officers' preferred option 3 there will be no large function hall:

There are currently six rooms available to hire at BPCLC:

Room	Day Rate (£)	Hourly rate (£)	Room capacity*
Boardroom	£67.00	£11.10	12
Community Suite	£132.00	£22.15	32 - 75
Tropics Suite	£199.00	£33.20	30 - 80
Syndicate Room	£245.00	£41.00	16
Conference Room	£377.00	£64.20	32 - 70
Function Hall	£787.00 (4 hours up to midnight)	£83.00	up to 300

- * Capacity varies depending on the layout of room, with theatre style accommodating more people than board room style

During the period April to December 2013 there were a total of 2144 hours of room bookings for a range of activities including faith groups, fitness classes, corporate training, corporate meeting and internal training.

There are four faith groups who make regular bookings. Three Christian groups who between them book 4 sessions totalling 8.5 hours per week with an average attendance of 45 people per session and a Muslim school uses BPCLC for seven sessions per week for 2 hours each weekday and 3 hours each on Saturdays and Sundays, totalling 16 hours per week. Average attendance is approximately 40 people per session.

Faith group use equates to 36.75% of all room booking usage

The rooms are available during the opening hours of the centre from April to December 2013 equates to 21,954 hours. Therefore across all rooms the average occupancy rate is only 9.77%. i.e. 90% of the time the function and meeting rooms at Bridge Park are unused. (See Table below)

There is only one consistent fortnightly room hire of the function hall by an African-Caribbean community group. There were 29 casual bookings of the function hall over the last year (Jan to December) for events such as funerals, adult birthday parties and weddings. There is no guarantee that such bookings will be repeated. Equalities data is not available with regard to casual use although anecdotal evidence would suggest that the profile is reflective of the ward profile.

	Hours of Usage, April to December 2013						Total hours	% of hours used	% of hours available for use
	Board Room	Community Suite	Syndicate Room	Conference Room	Tropics Suite	Function Hall			
Faith groups	46.5	459	0	170.5	15	97	788	36.75%	3.59%
Corporate Training / meetings	61.5	74	96.5	131.5	77	63	503.5	23.48%	2.29%
Internal Training	16	15	72	138	83	0	324	15.11%	1.48%
Junior Citizenship scheme	60	0	0	0	60	60	180	8.40%	0.82%
External fitness classes	31	18	7	91	0	5	152	7.09%	0.69%
Internal Fitness Classes						32.5	32.5	1.52%	0.15%
Functions - various						70	70	3.26%	0.32%
Community - regular booking						65	65	3.03%	0.30%
Commercial						29	29	1.35%	0.13%
TOTAL Hours of usage	215	566	175.5	531	235	421.5	2144	100.00	
Total Hours available for use	3659	3659	3659	3659	3659	3659	21954		9.77%

Usage as a % of total hours used	12%	26%	8%	24%	11%	19%
Usage as a % of total hours available for use	7%	16%	5%	15%	6%	12%

In terms of comparable facilities there is a high level of provision within three miles of BPCLC with various different buildings, school, community and hotel based catering for functions and venues that would cater for church groups at their meeting room facilities. Details of the available facilities are provided in the evidence section below:

Business units are not being re-provided in any of the options including Option 3. Currently a variety of commercial and voluntary organisations as well as Council departments have business units at BPCLC. Demographic information is not available but the range and nature of the tenants work would indicate that no particular equality strand will be proportionally adversely impacted upon. Officers will work with tenants to signpost them to alternate Council owned units.

Please give details of the evidence you have used:

The function hall at Bridge Park which caters for up to 300 costs £787 for up to 4 hours and £1160 for 6 hours. The kitchen costs an additional £420. The large meeting room (up to 40 people) costs £22 per hour with a minimum hire time of 2 hours.

The following are some of the function and meeting room facilities within a 3mile radius of the Bridge Park Community Leisure Centre: **Please note this is not an exhaustive list; just some of the facilities and meeting rooms on offer in the area.**

The Stonebridge Centre “The Hub”(6 Hillside, Stonebridge, NW10 8BN) is an award winning facility that was built as part of the Regeneration of the Stonebridge Estate. The centre is suitable for a wide variety of activities and functions.

Main Hall- The main hall can accommodate 80 people seated or 120 standing. It is perfect for anything from presentations, conferences, church groups’ film screening, musical performances to weddings and Christmas parties. This room costs £50 per hour of peak and £60 peak. Reduced rates may be considered for local charities

Meeting Rooms-There are two meeting rooms that can each accommodate 15 people. It is also possible to open the two rooms into one large room that can comfortably accommodate 30 people. One room costs £25 per hour up to 6pm (off peak) and £30 per hour peak. If you hire the two rooms it will cost £40 per hour off peak and £50 peak. Reduced rates may be considered for local charities. Reduced rates may be considered for local charities.

<http://www.hydecommunitycentres.co.uk/stonebridge-hillside-community-centre-brent-london/>

Church End and Roundwood Unity Centre (103 Church Road, London, NW10 9EG) has one meeting and function room. The Unity Centre’s versatile main hall is available for functions, large public meetings and events, arts performances, exercise classes, and exhibitions. The room seats up to 150 people (or 200 people standing), and costs £55 per hour week days and £65 per hour at weekends; a kitchen facility is available. The meeting room seats up to, 16 people board room style, 50 people theatre style, 50 people semi-circular style and costs £35 per hour. Discounts are available for charities and regular bookings. Reduced rates may be considered for local charities.

<http://www.chg.org.uk/residents/supporting-communities/the-unity-centre/our-facilities/>

Harlesden Library, (Craven Park Road, NW10 8SE) has 1 meeting which would cater up to 40 people and costs £25 per hour. It is subject to availability as it is a shared facility with BACES.

St Raphael's Community Centre (Rainsborough Close, London NW10, 0JS) has one available function which holds up to 30 people. It is only available from 9am-5pm Monday to Friday and costs £35 per hour for residents and £40 for non-residents.

Sattavis Patidar Centre (Advait Centre), 40 Avenue, Wembley, HA9 9PE has one function room that caters for 400 people- costs are negotiable depending on the type of event and start at £150 per hour. The available meeting room caters for 40 people and is charged at £55 per hour. Discounts are made available for charities and regular bookings.

Brent Civic Centre,(Engineers Way, HA9 OFJ) has a conference/banquet room which seats 300 people and is charged at £250 per hour to community groups, the meeting rooms (40-60) people at £70 per hour and for 20 people- £50 per hour.

Chalkhill Community Centre (113 Chalkhill Road, Wembley, HA9 9FX) has a number of halls and rooms available for both regular and one off events. The large hall which seats approximately 180 costs £25 per hour and the meeting room which seats up to 60 is charged at £20 per hour. The Centre offers reduced rates to Chalkhill residents and provides competitive rates to non-residents and charity organisations.

<http://www.chalkhillcentre.org/>

The following schools are within 1 km of the centre and offer meeting room facilities. Prices are negotiable and available at evenings and weekends unless stated otherwise.

Stonebridge Primary School, (1 Shakespeare Avenue, Stonebridge, London NW10 8NG) has 1 meeting room (caters up to 60) and 1 function room which would hold up to 200. The charges vary depending on the type of event. Discounts are offered to charities.

Oakington Manor Primary School, (Oakington Manor Drive, HA9 6NF) has two large function rooms which would hold up to 450 and 750 people respectively. The charges vary depending on the type of event and range from £150 per hour to £1800 for a ten hour wedding package. They have 1 meeting room which caters for up to 30 people and is charged at £50 per hour.

There are also a range of rooms available to hire at the Federation of Patidar Associations at Patidar House, London Road, Wembley including a banqueting hall, theatre and smaller meeting rooms. Charges vary: http://www.patidars.org/Hiring_Facilities.asp

In addition to these community orientated facilities there are the following hotels with large function and small meeting rooms available which are in a 3 mile radius of the centre: Prices vary and are dependent on the size and type of event:

- Hilton, Wembley, HA9 OBU
- Holiday Inn, Wembley, HA9 8DS
- Quality Hotel, Empire Way, Wembley. HA9 0NH
- Crowne Plaza, Hanger Lane, Ealing. W51HG
- Comfort Hotel, Harrow, HA1, 2NT
- Crown Moral Hotel Ealing, W13 8PH
- Ealing Conference and Banqueting Hall, W52HL

- Ramada Encore, London, W3 6RT

7. Analysis summary

Please tick boxes to summarise the findings of your analysis.

Protected Group	Positive impact	Adverse impact	Neutral
Age	X		
Disability	X		
Gender re-assignment	X		
Marriage and civil partnership	X		
Pregnancy and maternity	X		
Race	X		
Religion or belief		X	
Sex	X		
Sexual orientation	x		

It should be noted that the base scheme which includes the target gym and the swimming pool option will have a positive impact on the faith strand. It is just the removal function room element that could have an adverse impact although for the reasons set out below, any impact is mitigated.

8. The Findings of your Analysis

Please complete whichever of the following sections is appropriate (one only).

Please refer to stage 4 of the guidance.

Continue the policy

Officers preference is for option three – base case plus pool and no function hall for the following reasons:

- The provision of a pool is likely to attract a greater percentage of female, disabled and under 16 participants than a facility without a pool. As swimming is often a family activity it will encourage all ages to participate.
- The revenue implications are not too dissimilar to those for option 2 and is still making significant savings compared to the current cost of BPCLC
- The local community wanted to see the provision of a swimming pool.

- Function halls are relatively expensive to run and generate little income.

Officers are minded in their consideration of all options that they would like to see the gym and the target group gym expanded and all the spaces made as flexible as possible to accommodate a range of activities.

The business units at BPCLC are offered at a commercial rent. The provision of business units is not proposed within any of the new facility options. Officers will work with these organisations to signpost them to alternate Council owned units e.g. Designworks, Harlesden.

There are various community buildings across the Borough which have rooms available for hire as well as various hotels having large function and small meeting rooms available which will mitigate any potential adverse impact on the three Christian groups who have regular use (and on the faith group use equates to 36.75% of all room booking usage) and on the regular user of the function hall. The cost of these alternative sites is comparable to that are currently utilised.

In conclusion, the current economic situation and its impact on local government necessitate a review of all services. The aim of this project is to provide a modern, attractive, quality facility that can compete in the mixed economy leisure market which is sympathetic to the diversity of Brent's residents resulting in their increased participation and engagement in the centre's activities thus realising a healthier more active population and best value for the Council and residents. Whilst the selection of option 3 may have an adverse impact on a proportionally small group of people this is mitigated by comparable facilities within a 1-3 mile radius of the centre. In so far as any impact is not mitigated by the alternative local provision the Council is also permitted to have regard to its budget and financial constraints including capital costs and income in reaching a decision on how to proceed, and for reasons set out in the report to members it is proposed that the best option having regard to all relevant factors is Option 3.

9. Monitoring and review

Please provide details of how you intend to monitor the policy in the future.

As previously stated some of the equalities related objectives for the project are


- To provide a modern, attractive quality facility that is welcoming, safe, inclusive and fully accessible
- To provide a facility and service that increases participation in sport and physical activity and particularly widens access and usage by the Council's target groups.
- To ensure the facility design and building components recognise the demographics of the Borough and the diversity of the local population.
- To improve residents satisfaction with local leisure facilities.

These objectives will be monitored and analysed through public consultation and engagement, pricing policies, sports development initiatives, usage data, programming and membership data and trends.

A detailed list of alternate venues available for hire will be provided to regular hirers of the centre's meeting / function rooms.

10. Action plan and outcomes

These objectives set out in 9 above will form the basis of the action. The action plan will be completed once the decision has been made on the facility option.

 Brent	<p style="text-align: center;">Executive 17 February 2014</p> <p style="text-align: center;">Report from the Strategic Director of Regeneration and Growth</p>
Wards Affected: [ALL]	
Authority to tender contract for the procurement of bio-fuel supplies for the Civic Centre CCHP plant	

1.0 Summary

- 1.1 This report concerns the procurement of bio-fuel supplies for the Civic Centre combined cooling, heat and power (CCHP) plant and requests approval to invite tenders in respect of bio-fuel supplies as required by Contract Standing Orders 88 and 89 and approval of the selection and award criteria.

2.0 Recommendations

- 2.1 The Executive to approve inviting tenders for 2nd generation bio-fuel supplies (or a higher compatible category) for the Civic Centre CCHP plant on the basis of the pre-tender considerations set out in paragraph 3.8 of the report.
- 2.2 The Executive to give approval to officers to evaluate the tenders referred to in 2.1 above on the basis of the evaluation criteria set out in paragraph 3.8 of the report.

3.0 Detail and Background

- 3.1 This report concerns the procurement of bio-fuel supplies for Brent Civic Centre combined cooling, heat and power (CCHP) plant and requests approval to invite tenders in respect of Bio-fuel supplies as required by Contract Standing Orders 88 and 89 and approval of the selection and award criteria.
- 3.2 CCHP refers to the simultaneous generation of electricity and useful heating and cooling from the combustion of a fuel utilising the necessary plant equipment to produce electricity, heat and cooling in one single, highly efficient process.

- 3.3 Fleetsolve Ltd supplied, fitted and maintains the CCHP unit at Brent Civic Centre, as a sub-contractor to Skanska. At the time of the contract negotiations for the Fleetsolve CCHP solution back in March 2012 there was a proposed maintenance arrangement and fuel supply arrangement put forward by Fleetsolve Ltd. At that time it was decided and agreed by the Civic Centre Programme Board to revisit these arrangements and to finalise agreements once the building had been completed and handed over to the Council to manage. Since this time the maintenance contract element has been agreed and put in place by Europa FM services as part of their requirements under the Total FM solution. The fuel supply remains outstanding.
- 3.4 Fleetsolve Ltd currently supplies the fuel for the Civic Centre CCHP unit under a temporary contractual arrangement. In the absence of a permanent fuel contract in place the council will continue to purchase fuel under the terms of the temporary arrangement but is paying a premium price for the supply of bio-fuel for the CCHP unit. The council needs to procure a contract for the ongoing supply of the fuel to ensure best value and a more economical rate for the supply of bio-fuel and to comply with procurement legislation and the council's Standing Orders and Financial Regulations.
- 3.5 In considering the procurement of the supply of bio-fuel, officers consider that the optimum length of contract is 5 years. This duration has been selected to obtain security of supply for this innovative product, suppliers need confidence in their market place to make suitable investments in supply infrastructure. A fixed price over five years gives Brent Council price continuity within the volatile fuel supply market.
- 3.6 The Civic Centre is certified by the Building Research Establishment Environmental Assessment Method (BREEAM) as BREEAM Outstanding and is currently the greenest public building in the UK. In order to maintain this certification the type of bio-fuel used in the CCHP would need to be at least a 2nd generation bio-fuel. In procuring the contract for bio-fuel, Officers intend to specify that the supply bio-fuel meets the requirements of the BREEAM Outstanding 'in use' certification and also the requirements to achieve double Renewables Obligation Certificates (ROCs).
- 3.7 ROCs are tradable certificates issued to operators of accredited renewable generating stations for the eligible renewable electricity generated. Brent Civic Centre CCHP qualifies for these. The council can trade ROCs with other parties and they have a monetary value which can rise and fall. Because of its advanced nature, the bio-fuel currently used to run the CCHP plant is categorised as a 2nd generation bio-fuel (approved by The Building Research Establishment - BRE). 2nd generation bio-fuels are defined as those which are produced from waste by-product which would otherwise not be useable. This makes the CCHP in the Civic Centre eligible for double ROCs, which will potentially provide an income for the council to off set the cost of the fuel. This income is estimated at around £180,000 per annum. It is important that any fuel supplied for the CCHP therefore falls into this or a higher category to meet the necessary income assumptions.
- 3.8 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.	Bio-fuel supplies for the Civic Centre CCHP plant.

Ref.	Requirement	Response	
(ii)	The estimated value.	£3.5 million (over the period of the contract).	
(iii)	The contract term.	5 years	
(iv)	The tender procedure to be adopted.	OJEU Open procedure	
v)	The procurement timetable.	Indicative dates are:	
		Adverts placed	24 February 2014
		Invite to tender	24 February 2014
		Deadline for tender submissions	14 April 2014
		Panel evaluation and preferred supplier selection	15 April 2014
		Report recommending Contract award circulated internally for comment	27 May 2014
		Executive approval [Executive call in period of 5 days (mandatory unless excluded by the Exec) OR minimum 10 calendar day standstill period – notification issued to all tenderers and additional debriefing of unsuccessful tenderers (contracts covered by the full EU Regulations only)]	16 June 2014
		Contract start date	4 July 2014
	<p>1. As part of the Open Procedure qualification will be carried out in accordance with the Council's Contract Procurement and Management Guidelines namely using a qualification questionnaire to ensure suppliers meet the Council's financial standing requirements, technical capacity and technical expertise. The tenders of the qualified suppliers will then be evaluated.</p> <p>2. At tender evaluation stage, the panel will evaluate the tenders against the following</p>		

Ref.	Requirement	Response	
		criteria: <ul style="list-style-type: none"> • Price (80%) • Proposals for minimising transport distances (20%) 	
		<ul style="list-style-type: none"> • Liquidity of supplier. • Fixed price contract for 5 years. The price of bio-fuel may fall over this period. • Mechanical failure of the CCHP system which may prevent predicted amounts of fuel being used. • Limited numbers of suppliers in the market. 	
		Responsibility to ensure best balance of cost between main supplier of gas and electricity and self generated power together with revenue from ROC payments.	
(vi)	The evaluation criteria and process.	Not applicable as the contract is for the supply of goods.	
(vii)	Any business risks associated with entering the contract.	N/A	
(viii)	The Council's Best Value duties.	N/A	
(ix)	Consideration of Public Services (Social Value) Act 2012		
(x)	Any staffing implications, including TUPE and pensions.		
(xi)	The relevant financial, legal and other		

Ref.	Requirement	Response
	considerations.	

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

4.0 Financial Implications

4.1 The estimated value of this supplies contract is £3.5 million (value over the period of the contract).

4.2 It is not possible to provide direct comparison data on energy savings achieved when comparing the Civic Centre and the previously occupied estate, as previously bio-fuel has not been used. It is however, possible to compare the annual budget for power (gas and electricity) for previously occupied buildings against the projected budget for the Civic Centre. The budget for previously occupied buildings stands at £602,325 per year. Estimates for the Civic Centre (gas, electricity and bio-fuel) are £471,783 per year (taking into account the cost of the bio-fuel and expected ROC subsidies).

4.3 It is anticipated that the cost of this contract will be funded from existing resources. Further detail to be incorporated into the future report once detailed rates are established through the tendering process.

5.0 Legal Implications

5.1 The estimated value of the contract for bio-fuels is above the threshold for supplies as detailed in the in the Public Contracts Regulations 2006 (the EU Regulations) and therefore its procurement is subject to the full application of the European public procurement regime. As detailed in the report, the intention is to procure the contract using an Open Procedure, one of the procedures permitted by the EU Regulations.

5.2 The estimated value of the contract over its lifetime is in excess of £250,000 and the procurement of the contract is consequently subject to the Council's Contracts Standing Orders and Financial Regulations in respect of High Value contracts. As such, the Executive must approve the pre-tender considerations set out in paragraph 3.8 above and the inviting of tenders.

5.3 The Executive must approve the pre-tender considerations set out in paragraph 3.8 above and the inviting of tenders.

5.4 Once the tendering process is undertaken Officers will report back to the Executive in accordance with Contract Standing Orders, explaining the process undertaken in tendering the contracts and recommending award.

5.5 As this procurement is subject to the full application of the EU Regulations, the Council must observe the requirements of the mandatory minimum 10 calendar standstill period imposed by the EU Regulations before the contract can be awarded. The requirements include notifying all tenderers in writing of the Council's decision to award and providing additional

debrief information to unsuccessful tenderers on receipt of a written request. The standstill period provides unsuccessful tenderers with an opportunity to challenge the Council's award decision if such challenge is justifiable. However if no challenge or successful challenge is brought during the period, at the end of the standstill period the Council can issue a letter of acceptance to the successful tenderer and the contract may commence.

6.0 Diversity Implications

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

7.0 Staffing/Accommodation Implications (if appropriate)

7.1 This service is currently provided by an external contractor and there are no implications for Council staff arising from retendering the contract.


8.0 Background Papers

8.1 None.

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Andy Donald
Strategic Director Regeneration and Growth

 Brent	Executive 17 February 2014 Report from the Strategic Director of Regeneration and Growth
Ward Affected: Willesden Green	
Leasehold Disposal of 395 Chapter Road, Dollis Hill, NW2 5NG	

NOT FOR PUBLICATION

Appendix 4

Appendix 4 of this report is not for publication as it contains the following category of exempt information in paragraph 3 Schedule 12(A) of the Local Government Act 1972 namely: information relating to the financial or business affairs of any particular person (including the Authority) holding the information.

1.0 SUMMARY

- 1.1 A marketing campaign has been undertaken for the leasehold disposal of 395 Chapter Road and offers invited by way of an informal tender.
- 1.2 The property planning restrictions limits the use to a D1 medical facility.
- 1.3 On completion of the marketing campaign on 2 December 2013 four informal tenders were received and analysed.
- 1.4 Officers are proposing the commencement of negotiations with Iridium Assets Ltd for a 25 year leasehold term. The lease term is outside officers delegated authority limits.
- 1.5 This report details the marketing exercise undertaken for 395 Chapter Road and makes recommendations to the Executive in respect of the disposal.

2.0 RECOMMENDATIONS

That the Executive agree:

- 2.1 The leasehold disposal of the Brent Housing Partnership interest at 395 Chapter Road to Iridium Assets Ltd to operate a medical practice from the property, by creating serviced clinics from the commercial premises.

- 2.2 That if the proposed disposal to Iridium Assets Ltd does not proceed, then approval be given to a disposal to Forest & Ray Ltd for the purposes of a dental surgery.
- 2.3 To grant delegated authority to the Operational Director Property and Projects to agree the final terms and to complete the disposal to either party.

3.0 DETAIL

- 3.1 395 Chapter Road is owned by Brent Housing Partnership (BHP). As part of an ongoing management arrangement between BHP and Brent's Property & Projects team, the Property & Projects team were commissioned to dispose of the leasehold interest at 395 Chapter Road. The Corporate Assets Board approved the disposal on 8 July 2013 by way of a tender marketing process after the former Primary Care Trust no longer needed the property.
- 3.2 The subject site is located in Dollis Hill and is the sole commercial unit within a new BHP development comprising of a number of medium rise blocks of flats under postal numbers 391-395 Chapter Road NW2 5NG.
- 3.3 The surrounding area is made up of primarily private low rise terraced housing and the area has good public transport connections both from Dollis Hill Underground Station located a few yards away and local bus routes from Dudden Hill Road close by.
- 3.4 This is a ground floor medical facility with two floors of residential accommodation above. It has a double sided frontage with a full height glazed shop-front. Internally it is in a shell condition with connected services. The gross internal area is 136.2 sqm.
- 3.5 The ground floor site is currently vacant.

Title Matters

- 3.6 There are no restrictive covenants on the title restricting the land use.

Planning Context

- 3.7 The current planning use class is a D1 medical facility and there are no restrictions preventing multiple sub-lets to a number of medical operators.
- 3.8 In order to assist the marketing process and to guide bidders with formulating a deliverable bid, Brent's planning team confirmed that a wide variety of medical related users would be acceptable and that the property could be divided and sub-let to a number of medical operators.

Marketing

- 3.9 The Property was offered to the market by way of an informal tender process with the closing date on 2 December 2013. Offers were sought for the leasehold interest with a guide price at £20,000 per annum exclusive as per the valuation report (appendix 1).
- 3.10 A bid assessment (appendix 2) was developed which assessed bidders and bids against the following criteria:
1. Financial positioning - to check and ensure bidders had in place funds or were able to raise required funds;
 2. Proposed scheme - to assess if the proposed use was appropriate;
 3. Deliverability - looking at experience and how quickly a bidder could move to contract exchange;
 4. Legal process – to check if completion was acceptable within 6 weeks of the return of the Offer Letter; and
 5. The financial offer - the top bid was awarded full points, with the second bid awarded a point less and so on.
- 3.11 Property and Projects produced marketing particulars (appendix 2) and advertised the property on their webpage. Adverts were placed in the local paper (appendix 3). A prominent 'To Let' banner was displayed at first floor level overlooking Dollis Hill Underground Station. A 'To Let' board was erected fronting the property.
- 3.12 A total of seven parties expressed an interest and were in dialogue with Property and Projects over the marketing period.
- 3.13 At bid close four offers were received all on an unconditional basis, from medical use applicants.
- 3.14 Having analysed and assessed bids (appendix 3), officers preferred bidder is Iridium Assets Ltd as they ranked first on the bid assessment form.

Should negotiations with Iridium Assets Ltd fail, it is proposed that the bid ranked second be accepted from Forest & Ray Ltd as reserve.

Contract issues

- 3.15 Heads of Terms need to be agreed with Iridium Assets Ltd with a requirement to exchange contracts within 28 days of approval by the Executive with completion to follow up to 14 days later.

Planning Permission

- 3.16 Should negotiations proceed with Iridium Assets Ltd their proposed use will fall within existing planning D1 medical use and would not need permission.

4.0 FINANCIAL IMPLICATIONS

- 4.1 As this is a BHP owned asset the rent will pass to Brent Housing Partnership.
- 4.2 Full details of the bids received are provided in the confidential Appendix 4 to this report.
- 4.3 Costs arising directly from the marketing and professional fees for the leasehold disposal will be met from the annual BHP commercial services budget.

5.0 LEGAL IMPLICATIONS

- 5.1 Disposals on the open market or after proper marketing will satisfy the best consideration requirement. 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.

6.0 DIVERSITY IMPLICATIONS

- 6.1 These are no diversity implication, see attached INRA report (appendix 5).

7.0 STAFFING/ACCOMMODATION IMPLICATIONS

- 7.1 There are no staffing implications.

8.0 BACKGROUND PAPERS

Not applicable

9.0 APPENDIX PAPERS

Appendix 1 – Valuation report

Appendix 2 - Marketing particulars, disposal plan and bid assessment form.

Appendix 3 – Marketing Particulars Advertised in the Brent & Kilburn Times Classified during September in 2013

Appendix 4 – Confidential Recommendation for the leasehold disposal of 395 Chapter Road

Appendix 5 – Equality Analysis

Contact Officers

Sarah Chaudhry
Head of Strategic Property
0208 937 1705
Sarah.Chaudhry@brent.gov.uk

Richard Barrett
Operational Director Property & Projects
0208 937 1334
Richard.Barrett@brent.gov.uk

Andrew Donald
Strategic Director of Regeneration & Growth

Appendix 1



Brent Civic Centre
Engineers Way
Wembley
HA9 0FJ6
TEL / MOB 020 8937 4204
FAX 020 8937 1301
EMAIL amin.soorma@brent.gov.uk
WEB www.brent.gov.uk

Valuation Report

**395 Chapter Road, Dollis Hill
NW2 5NG**



Client/Addressee:

Richard Barrett, Operational Director (Property and Projects), Regeneration and Growth Department.

Reliance

This report is for the use only of the party to whom it is addressed for the specific purpose set out herein and no responsibility is accepted to any third party, for the whole or any part of its contents.

Consents or restrictions on publication:

Neither the whole, nor any part of this report nor any references thereto, maybe included in any published document or statement outside of Brent Council

A statement that the valuer has the knowledge, skills and understanding to undertake the valuation:

I Amin Soorma have been an Associate member of the RICS for 5 years and have been employed as an Estates Surveyor for the London Borough of Brent for 17 months. I have been valuing various types of commercial property on a variety of bases for the past 5 years within the London Boroughs of Brent and Barnet.



Disclosure of material or non material involvement:
N/a.

Valuer:
Internal

Address of the Property:
395 Chapter Road,
Dollis Hill
NW2 5NG

Purpose of the valuation:
To establish the open market rental value for the 395 Chapter Road a D1 medical use facility that will be tested by way of an informal tender market process.

Interest to be valued:
LTA 1954 new lease.

Property Description:
The subject property is a newly built ground floor medical facility in a three storey Brent Housing Partnership owned block development.

The property benefits from both a front and a side entrance, full height glazed frontage and a front forecourt. The residential accommodation to the upper floors is managed by Brent Housing Partnership.

Internally the property is in a shell condition with services and will need to be fitted out by the ingoing tenant.

The property sits immediately adjacent to the entrance of the Dollis Hill Underground Station on the Jubilee Line that connects easily to Wembley Park and to Central London. It is located close to the A4088 Dudden Hill Lane and is within easy reach of the North Circular Road.

The property is in an open plan format and has the following approximate dimensions:-
Ground Floor Gross Internal Area 1,465 sq ft. (136.2 sq m)

The property will require the addition of a disabled toilet, staff toilets, kitchen, reception and a consultant room.

External Forecourt 236 sq ft. (22 sq m)
The forecourt at present holds metal bollards.

The proposal will see the property let for the first time.

Use of the Property and its classification:
D1 Medical facility. Any medical associated use.

Date of valuation:
22nd August 2013.

Basis or bases of value:
Open market rental value for a lease under the LTA 1954.

Extent of the valuer's investigations:



The property was inspected 1st August 2013, no tests to the mechanical services or surveys were carried out. It was noted that the property was in a shell condition internally.

Assumptions and Reservations:

The freehold of the building is owned by the Brent Housing Partnership.
 The valuation is carried out in the knowledge that the condition of the building, its structure and its services including plant and equipment are considered to be in a satisfactory order.
 It has been assumed that there is no contamination or hazardous substances on the site or the surrounding area. The discovery of contamination or hazardous substances could affect the valuation. It is also assumed that the property is not located on, or near, a flood plain. If this proves to be the case then this could affect the valuation.
 The property is to be let under a LTA 1954 lease.

The nature and source of information relied on by the valuer:

The information contained in this report has been ascertained by inspection of the property and from Brent Council Officers. All information and assumptions and material considerations on which the valuation is based may need to be verified.

A statement of the valuation approach:

Open market rental valuation for a D1 Medical facility.
 The tenure to be valued is the open market rental value under a LTA 1954 lease. The comparables below are for accessible locations.

Current Lease Terms

Not applicable. This will be a first time let.

Comparables

Tenant /Address	Landlord/ Evidence	GIA	Grounds	Rent	Type of Lease	Use	£/sqft
The Coach House, Roe Green Park Kingsbury Road NW9 9HA	London Borough of Brent. By a tender marketing process on 21.12.12.	198.94 sqm (2140 sqft)	590 sqm (5354 sqft)	£23,600 pax equivalent rent over 15 years.	Pending completion	D1 Education	GIA = £9.78/sqft External Grounds= £0.5/sqft
Anansi Nursert, Longstone Avenue Harlesden NW10 3UN	London Borough of Brent. By a tender marketing process on 19.04.13	472 sqm (5,078 sq ft)	1,803 sqm (19,400 sqft)	£45,000 pax equivalent rent over 5 years.	Transferred to the Schools Team.	D1 Education	GIA = £6.95/sqft External Grounds= £0.5/sqft
Westbrook Day Centre, Longstone Avenue, Harlesden NW10 3UN	London Borough of Brent. By a tender marketing process on 07.06.13.	150 sqm (1,618 sq ft)	131 sqm (1,409 sqft)	£24,000 pax	Pending completion	D1 Education	GIA = £14.4/sqft External Grounds= £0.5/sqft

Note :The external grounds include hard stands and grassed areas that form part of the demise.

Rental Valuation Assumptions

GIA rental comparable averages equates = £10.38/ sqft.
 Grounds rental assumption is at £0.50/sqft.



Rental Valuation for 395 Chapter Road

Rental valuation GIA - 1,465 sqft @ £10.38/sqft = £15,200

External Grounds - 236 sqft @ £0.50/sqft = £118

Total = £15,324. Add say 20% for a new build property.

Therefore £15,324 x 20% = £18,388.80.

Say £20,000 pax

The subject property has a restriction on use to a D1 medical facility that may have some bearing on the level of rent achievable, however should be counter balanced by its location advantage immediately outside Dollis Hill Underground Station.

So, market 395 Chapter Road at a guide rent of £20,000 pax

Please see the attached plan.

Amin Soorma, BSc Estates Surveyor.

Signature:.....

James Young, MRICS Head of Assets and Valuation.

Approved:.....

Date: 17/1/14.





To Let

395 Chapter Road, Dollis Hill
NW2 5NG



By Informal Tender

- A newly built medical facility on the ground floor of a block development that includes a front forecourt.
- Existing D1 User available for the purposes of a **Dental Surgery, GP Practice, Veterinary Surgery, Chiropractic Centre, Sports Injury Clinic and for other medical related uses.**
- The site sits immediately adjacent to the Dollis Hill Underground Station entrance, with the Jubilee Line providing easy access to Wembley Park and Central London.

Contact: Amin Soorma
Property & Projects Team
Brent Council
Brent Civic Centre, Engineers Way, Wembley HA9 0FJ
Tel: 0208 937 4204
Email: amin.soorma@brent.gov.uk
www.brent.gov.uk/salesandlettings

LOCATION PLAN FOR 395 Chapter Road, Dollis Hill NW2 5NG

**Medical Centre, 395 Chapter Road,
London, NW2 5NG**



**Premises shown shaded pink,
forecourt shown shaded blue.**

1:500

Plan to stated scale if printed at A4.

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NORTH



Description

The subject property is a new brick built ground floor medical facility in a three storey Brent Housing Partnership owned block development.

The property benefits from both a front and a side entrance, full height glazed frontage and a front forecourt. Subject to the usual consents a highway marked doctors parking bay could be added were the premises to be occupied as a doctors surgery. The residential accommodation to the upper floors is managed by Brent Housing Partnership.

Internally the property has been painted but needs to be fitted out by the ingoing tenant to their own standards. **A proposed layout plan for a dental surgery is available for viewing on request.**

Location

The property sits immediately adjacent to the entrance of the Dollis Hill Underground Station on the Jubilee Line that connects easily to Wembley Park and to Central London. It is located close to the A4088 Dudden Hill Lane and is within easy reach of the North Circular Road.

Condition

The property is to a new built standard. However the ingoing occupier is advised to rely on their own inspection of the property to determine the condition.

Accommodation

The property is in an open plan format and has the following approximate dimensions:-

Ground Floor Gross Internal Area 1,465 sq ft. (136.2 sq m)

The property will require the addition of a disabled toilet, staff toilets, kitchen, reception and a consultant room.

External Forecourt 236 sq ft. (22 sq m)

The forecourt at present holds metal bollards.

Current Planning Use

D1 Medical Facility.

Occupier Rates Payable

The property is not registered for National Non Domestic Rates. The ingoing occupier will be required to apply to the Valuation Office Agency for a rating assessment.

Service Charge

The ingoing tenant may be liable for a service charge provision however this needs to be determined as the property has recently been completed.

Costs

The prospective tenant will be responsible for the Councils Legal costs which will be in the region of £750. The Surveyors fees will be £750.

References

The prospective tenant will be required to provide a satisfactory bank and personal references.

EPC

An Energy Performance Certificate is available for inspection.

Viewing

For an early viewing appointment please contact Amin Soorma on 020 89374204.

Offers & Closing Date

Offers are invited for the property and should be received by **5 pm on 2nd December 2013** in the prescribed tender format.

Application Form

Interested parties should make their own written offers on the separate application form.

The Council's property rental guide is £20,000 pa exclusive.

All offers are subject to contract.

If the property is of interest to you, please make a submission using Brent Council's application form a copy of which is attached below. Please return to:-

**Richard Barrett,
Property & Projects Team
Regeneration & Major Projects Department
Brent Civic Centre
Engineers Way
Wembley
HA9 0FJ**

Sealed bid conditions apply.

For further information

If you require any further information then please contact:-

**Amin Soorma
Property & Projects Team,
Regeneration & Growth Department
Brent Civic Centre,
Engineers Way,
Wembley, HA9 0FJ
Extn: 4204, Tel: 0208 937 4204, Fax: 0208 937 1390
Email: amin.soorma@brent.gov.uk**

An alternative point of contact is **Sarah Chaudhry on 020 8359 1750**

Application Assessment Form

Bids will be assessed against the assessment sheet that is attached to the end of these property particulars.

Proposed Lease Terms

Tenure

1. The Council may consider a lease for up to 25 years for the property which would be subject to a rent review provision every 5 years.
2. The lease will be contracted in to the Landlord and Tenant Act 1954 and the incoming tenant will have a right to renew the lease.
3. The prospective tenant will be required to maintain the property in good order.
4. The incoming tenant will not be permitted to sub-let the property.
5. The lease will be entered into on the Councils standard terms.
6. The lease will contain such terms as the Borough Solicitor considers appropriate.

Particulars Disclaimer

1. The areas and measurements contained within these particulars and the accompanying plan are approximate figures only and no warranty is given as to their accuracy. The prospective tenant should satisfy themselves as to site areas and other matters of measurement from their own surveys. These details do not form part of any contract.
2. All statements contained therein are made without responsibility on the part of the London Borough of Brent and its employees and should not be relied upon as statements or representation of fact. Applicants must satisfy themselves, by inspection or otherwise, as to the correctness of each of the statements contained in these particulars and the accompanying plans.
3. The London Borough of Brent and its employees do not give any warranty whatsoever in relation to the property.
4. The property is offered as seen with all latent and patent defects and neither the London Borough of Brent nor its employees warrant that it is suitable for any proposed use.
5. In no case shall any prospective tenant have any claim for expenses incurred in the preparation of any offer, nor in respect of any other matter.
6. The Council is not obliged to accept the highest or any other offer for the property.

Misrepresentation Act 1967 and Property Misdescriptions Act 1991

The Council gives notice that:-

1. The above information does not constitute part of an offer or contract.
2. All statements made in the above information are without responsibility on the part of the Council or its Officers.
3. None of the statements contained in the above information should be relied on as statements or representations of fact.
4. Any prospective tenant must satisfy themselves by inspection or otherwise as to the correctness and accuracy of the above information.
5. The Council does not propose issuing instructions to agents and if you are an agent it is assumed that you are retained by your client.

**395 Chapter Road, Dollis Hill NW2 5NG
Best Consideration Assessment Form**

Bidder's Name	
----------------------	--

1. Financial Position	
The Individual/Company financial standing is to include a credit rating agency check or an Individual/Company bank reference prior to entering into a lease.	
For a first time business venture where there is no credit history then a credit agency check will be undertaken on the Guarantor.	
Where a Guarantor is used a bank reference will be required.	
Confirmed acceptable by Brent Council's Finance Team Yes or No?	

If no then the bidder will be removed from the process.

2. Proposed use of Building	
Is the proposed use sympathetic with the current D1 Use Class as a medical institute.	
Yes/No?	

If no then the bidder will be removed from the process.

3. Deliverability	
Has the applicant experience in the industry for which the proposed use is being made or has a business track record of delivering similar projects with an appropriate professional team on board.	
Yes/No?	

If no then the bidder will be removed from the process.

4. Legal Process	
Can the applicant agree the Heads of Terms Offer Letter and complete on the contract within 6 weeks of the offer acceptance date by the Council.	
Yes/No?	

If no then the bidder will be removed from the process.

5. Financial Offer	
Ranking against the highest bid - 1 st , 2 nd , 3 rd , etc.	
Rank	

After the first stage, the London Borough of Brent reserves the right to introduce additional bid stages if deemed appropriate.

Assessment sign off by Brent Council Representative:
Name
Date

Assessment sign off by Brent Council Representative:
Name
Date

Appendix 3 – Marketing Particulars Advertised in the Brent & Kilburn Times Classified during September in 2013

homes24.co.uk - your local property portal
Thursday September 5, 2013, The Times 35

To Let
395 Chapter Road,
Dollis Hill
NW2 5NG




By Informal Tender

- A newly built medical facility to the ground floor of a block development that includes a front forecourt.
- Existing D1 User available as a **Dental Surgery, GP Practice, Veterinary Surgery, Chiropractic Centre, Sports Injury Clinic** and for other medical related uses.
- The site is immediately adjacent to the Dollis Hill Underground Station entrance, with the Jubilee Line providing easy access to Wembley Park and Central London.

Contact Amin Soorma - Property & Asset Management Team
Brent Council, Brent House, 2nd Floor East,
349-357 High Road, Wembley HA9 6EZ. Tel: 0208 937 4204
Email: amin.soorma@brent.gov.uk
www.brent.gov.uk/salesandlettings



PROPERTY

Auctions

Auction Sale
Monday 18th September 2013

15 WALLCOTE AVENUE CRICKLEWOOD NW2
Of interest to owner occupiers and investors. A well located three bedroom house in need of modernisation with rear garden, located close to Brent Cross shopping centre and Underground. EPC E

113A ROUNDWOOD ROAD WILLESDEN NW10
A two bedroom ground floor flat convenient for shops and station, EPC D

FLAT 2, 97 GREENCROFT GARDENS WEST HAMPSTEAD NW6
Of interest to builders, owner occupiers and rental investors. A ground floor one bedroom flat located in a highly sought after and desirable area EPC E

For an auction Catalogue please ring 01189 836791
savills@wallcote.com

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looking for?



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Or family home?



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*Source: homes24.co.uk database May 2012

**More Instructions
Greater Sales**

Make sure they
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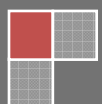
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Equality Analysis



Brent Council Equality Analysis Form

Please contact the Corporate Diversity team before completing this form. The form is to be used for both predictive Equality Analysis and any reviews of existing policies and practices that may be carried out.

Once you have completed this form, please forward to the Corporate Diversity Team for auditing. Make sure you allow sufficient time for this.

1. Roles and Responsibilities: please refer to stage 1 of the guidance	
Directorate: Regeneration & Growth Service Area: Property & Projects	Person Responsible: Name: Amin Soorma Title: Estates Surveyor Contact No:020 9374204 Signed:
Name of policy: Marketing Equality Analysis for 395 Chapter Road, Dollis Hill	Date analysis started: 2 December 2013 Completion date: 17 February 2014 Review date:
Is the policy: New <input type="checkbox"/> Y Old <input type="checkbox"/>	Auditing Details: Name: Title: Date Contact No: Signed:
Signing Off Manager: responsible for review and monitoring Name: Sarah Chaudhry Title: Head of Strategic Property Date 17 January 2014 Contact No:020 9371705 Signed:	Decision Maker: Name individual /group/meeting/ committee: Executive Decision Required Date: 17 February 2014

2. Brief description of the policy. Describe the aim and purpose of the policy, what needs or duties is it designed to meet? How does it differ from any existing policy or practice in this area?

Please refer to stage 2 of the guidance.

To allow the Executive to approve the disposal of a lease on 395 Chapter Road following a leasehold disposal marketing campaign by a tender process. The lease will provide medical facilities in the Chapter Road Area. Following the marketing campaign four tenders were received and following evaluation the policy is to agree a leasehold disposal to the preferred bidder.

The leasehold disposal tender marketing campaign meets the Councils requirement for transparency and openness that eliminates discrimination and follows best practice outlined in the Councils Financial regulations and procurement processes.

3. Describe how the policy will impact on all of the protected groups:

The medical facility will enhance access to health services by all individuals and groups in the area.

Please give details of the evidence you have used:

The former Primary Care Trust identified a shortage of medical facilities in the Chapter Road area the provision was required as part of the S106 planning agreement.

4. Describe how the policy will impact on the Council's duty to have due regard to the need to:

(a) Eliminate discrimination (including indirect discrimination), harassment and victimisation;

The preferred bidder will create a multi-faculty medical facility open to all residents in the area.

(b) Advance equality of opportunity;

The provision of medical services will deliver services for all including local children.

(c) Foster good relations

The provision of health services in the area will enable persons from all backgrounds including those who may be involved in ASB to obtain guidance and help that has been limited in the area

5. What engagement activity did you carry out as part of your assessment? Please refer to stage 3 of the guidance.

Who was consulted on the plan, which protected characteristics were included in consultation?

i. Who did you engage with?

The local community through adverts in local papers, to let signs on the building and a banner at Dollis Hill Station

The commercial sector through the Council's "Commercial Property to Let" website and the mailshot to medical operators on the Councils database

ii. What methods did you use?

The marketing campaign employed a wide range of techniques to publicise the property availability to the community, that including advertisements in the local newspaper, adding the marketing particulars to the Councils 'Commercial Property To Let' website, inserting a 'To Let' board at the shop front, displaying a 'To Let' banner facing the Dollis Hill Underground Station and the mailshot of medical operators on the Councils database

iii. What did you find out?

The property has a narrow use class as a medical facility and the number of enquiries from individuals and organisations was limited.

iv. How have you used the information gathered?

The low number of property enquiries was expected and information regarding enquiries and tenders was conveyed to the Corporate Assets Board during the tender decision making process.

v. How has it affected your policy?

There has been no effect on policy.

6. Have you identified a negative impact on any protected group, or identified any unmet needs/requirements that affect specific protected groups? If so, explain what actions you have undertaken, including consideration of any alternative proposals, to lessen or mitigate against this impact.

Please refer to stage 2, 3 & 4 of the guidance.

There was no negative impact on any protected groups and the availability of medical facilities will enhance access to such services in the area. The preferred bidder was offering the widest range of medical facilities

All groups should impact positively. Have we examined whether focusing on particular groups will diminish outcomes for others e.g. white boy's v BME boy's attainment?

The tender marketing campaign made the tendering process available to a wide a cross section of the community and was not targeted at any particular group.

Please give details of the evidence you have used:

As this is a specialist use property all the four tender applications were from the commercial sector.

7. Analysis summary

Please tick boxes to summarise the findings of your analysis.

Protected Group	Positive impact	Adverse impact	Neutral
Age			X
Disability			X
Gender re-assignment			X
Marriage and civil partnership			X
Pregnancy and maternity			X
Race			X
Religion or belief			X
Sex			X
Sexual orientation			X

8. The Findings of your Analysis

Please complete whichever of the following sections is appropriate (one only). Please refer to stage 4 of the guidance.

No major change

Your analysis demonstrates that:

- *The policy is lawful*
- *The evidence shows no potential for direct or indirect discrimination*
- *You have taken all appropriate opportunities to advance equality and foster good relations between groups.*

Please document below the reasons for your conclusion and the information that you used to make this decision.

As the evidence shows no direct or indirect discrimination there will not be any policy changes but there will be a continuation of the monitoring and a review process.

Adjust the policy

This may involve making changes to the policy to remove barriers or to better advance equality. It can mean introducing measures to mitigate the potential adverse effect on a particular protected group(s).

Remember that it is lawful under the Equality Act to treat people differently in some circumstances, where there is a need for it. It is both lawful and a requirement of the public sector equality duty to consider if there is a need to treat disabled people differently, including more favourable treatment where necessary.

If you have identified mitigating measures that would remove a negative impact, please detail those measures below.

Please document below the reasons for your conclusion, the information that you used to make this decision and how you plan to adjust the policy.

Continue the policy

This means adopting your proposals, despite any adverse effect or missed opportunities to advance equality, provided you have satisfied yourself that it does not amount to unlawfully discrimination, either direct or indirect discrimination.

In cases where you believe discrimination is not unlawful because it is objectively justified, it is particularly important that you record what the objective justification is for continuing the policy, and how you reached this decision.

Explain the countervailing factors that outweigh any adverse effects on equality as set out above:

Please document below the reasons for your conclusion and the information that you used to make this decision:

Stop and remove the policy

If there are adverse effects that are not justified and cannot be mitigated, and if the policy is not justified by countervailing factors, you should consider stopping the policy altogether. If a policy shows unlawful discrimination it must be removed or changed.

Please document below the reasons for your conclusion and the information that you used to make this decision.

9. Monitoring and review

Please provide details of how you intend to monitor the policy in the future.
Please refer to stage 7 of the guidance.

Use monitoring of main objectives-what are the indicators relevant to diversity e.g. BME attainment. Have we identified any potential equality issues, how will we monitor impact of the plan?

The tender marketing campaign was an open and transparent process. Three out of the four tenders received were from BME individuals or organisations. There were no equalities issues identified.

10. Action plan and outcomes

At Brent, we want to make sure that our equality monitoring and analysis results in positive outcomes for our colleagues and customers.

Use the table below to record any actions we plan to take to address inequality, barriers or opportunities identified in this analysis.

Action	By when	Lead officer	Desired outcome	Date completed	Actual outcome
Add here any new monitoring actions and any plan for reviewing the plan	N/a	N/a	N/a	N/a	N/a

Please forward to the Corporate Diversity Team for auditing.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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