



Cabinet

Monday 29 June 2015 at 2.00 pm

Board Room 4 - Brent Civic Centre, Engineers Way,
Wembley HA9 0FJ

Membership:

Lead Member Councillors:

Portfolio

Butt (Chair)
Pavey (Vice-Chair)
Denselow
Hirani
Mashari
McLennan
Moher
Southwood

Leader of the Council
Deputy Leader of the Council
Lead Member for Stronger Communities
Lead Member for Adults, Health and Well-being
Lead Member for Employment and Skills
Lead Member for Housing and Development
Lead Member for Children and Young People
Lead Member for Environment

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

For electronic copies of minutes, reports and agendas, and to be alerted when the 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.

Item **Page**

1 Declarations of personal and prejudicial interests

Members are invited to declare at this stage of the meeting, any relevant financial or other interest in the items on this agenda.

2 Minutes of the previous meeting 1 - 10

3 Matters arising

Adult Social Care reports

4 Section 75 agreement for the Better Care Fund 11 - 18

This report seeks approval for the council to enter into an agreement under section 75 of the National Health Services Act 2006 with Brent NHS Clinical Commissioning Group to govern the delivery of the approved Better Care Fund Plan for 2015/2016.

Ward Affected:
All Wards

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

Children and Young People reports

5 Authority to award contract for Children's Centres Services 19 - 76

This report requests authority to award contracts as required by Contract Standing Order No 88. This report summarises the process undertaken in tendering this contract and, following the completion of the evaluation of the tenders, recommends to whom the contract should be awarded.

Ward Affected:
All Wards

Lead Member: Councillor Moher
Contact Officer: Cate Duffy, Operational
Director, Early Help and Education
Tel: 020 8937 3510 cate.duffy@brent.gov.uk

6 Gordon Brown Outdoor Education Centre – proposals to replace the end of life Shrubbery Building 77 - 90

The purpose of this report is to inform Cabinet Members of the condition of one of the accommodation units at the Gordon Brown Outdoor Education Centre (GBOEC), outline and seek authority for plans for replacement and seek approval for financial arrangements to complete the build to ensure the sustainability of the Centre's buildings in the future.

Ward Affected:
All Wards

Lead Member: Councillor Moher
Contact Officer: Cate Duffy, Operational Director, Early Help and Education
Tel: 020 8937 3510 cate.duffy@brent.gov.uk

Chief Operating Officer's reports

7 ICT Work with the Local Government Association 91 - 96

This report sets out proposals for Brent Council to partner with the Local Government Association for the provision of ICT services.

Ward Affected:
All Wards

Lead Member: Councillor Pavey
Contact Officer: Prod Sarigianis, Head of IT Service Transitions
Tel: 020 8937 6080
prod.sarigianis@brent.gov.uk

8 Authority to Award Contract for the Supply of ACD Call Centre Software for Customer Services 97 - 102

This report requests authority to award a contract as required by Contract Standing Order No 88. This report summarises the process undertaken in procuring this contract and recommends to whom the contract should be awarded.

Ward Affected:
All Wards

Lead Member: Councillor Pavey
Contact Officer: Prod Sarigianis, Head of IT Service Transitions
Tel: 020 8937 6080
prod.sarigianis@brent.gov.uk

9 Joint Procurement of Legal Counsel (Barristers' Services) 103 - 110

This report requests approval to participate in collaborative procurement with the London Borough Legal Alliance ("LBLE") for the establishment of a framework for provision of barristers' services. As the proposed procurement is to be led by the London Borough of Waltham Forest, approval is also sought as required by Contract Standing Order 85 to

using that borough's Contract Standing Orders and Financial Regulations.

Ward Affected: All Wards
Lead Member: Councillor Butt
Contact Officer: Fiona Alderman, Chief Legal Officer
Tel: 020 8937 4101
fiona.alderman@brent.gov.uk

10 Performance Report Q4 2014/15 111 - 128

The purpose of this report is to provide Cabinet with a corporate overview of performance information linked to the current priorities for Brent, to support informed decision-making, and to manage performance effectively.

Ward Affected: All Wards
Lead Member: Councillor Pavey
Contact Officer: Cathy Tyson, Head of Policy and Scrutiny
Tel: 020 8937 1045 cathy.tyson@brent.gov.uk

Regeneration and Growth reports

11 Dynamic Purchasing System (DPS) for the Procurement and Management of Temporary Accommodation 129 - 146

This report details the competitive tender process of undertaken for establishing a Dynamic Purchasing System (DPS) for the Procurement and Management of Temporary Accommodation (Private Sector Accommodation) in accordance with the Council's Private Sector Accommodation Scheme (PSA) and makes a recommendation as to award pursuant to Contract Standing Orders 88(c). Cabinet approval to invite tenders was obtained in a meeting of the Cabinet on 26 January 2015.

Ward Affected: All Wards
Lead Member: Councillor McLennan
Contact Officer: Jon Lloyd-Owen, Operational Director, Housing and Employment
Tel: 020 8937 5199 jon.lloyd-owen@brent.gov.uk

12 Authority to Award Contract for Temporary Classroom Provision at Elsley Primary School 147 - 158

This report requests authority to delegate the award of a high value works contract as required by Contract Standing Order No 86 (e) (ii) for the provision of temporary classrooms at Elsley Primary School. This report explains the anticipated requirement for temporary primary school classroom provision, seeks approval for this temporary project and

associated budget and summarises the process undertaken in tendering the contract for the Elsley Primary School temporary classroom provision and the requirement to delegate award.

Ward Affected:
Tokyngton

Lead Member: Councillor McLennan
Contact Officer: Richard Barrett, Property and Asset Management
Tel: 020 8937 1334 richard.barrett@brent.gov.uk

Central Reports

- 13 Brent Corporate Plan 2015 - 2016** 159 - 236

This report sets out – through its attached appendix – the proposed Brent Corporate Plan for 2015 - 2016. The objectives, milestones and success measures set out in the plan have been developed to provide a clear programme of operational activities to deliver the ambitions and outcomes agreed in the ‘Brent Borough Plan 2015 – 2019’ by the Cabinet and Full Council in March 2015.

Ward Affected:
All Wards

Lead Member: Councillor Butt
Contact Officer: Christine Gilbert, Chief Executive
Tel: 020 8937 1007
christine.gilbert@brent.gov.uk

- 14 Review of 2014/15 Financial Performance** 237 - 376

This report sets out the year end financial position for 2014/15 and the unaudited statement of accounts.

Ward Affected:
All Wards

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

- 15 Reference of item considered by Scrutiny Committee**

None.

- 16 Exclusion of Press and Public**

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

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

APPENDICES:

- Authority to award contract for Children's Centres Services
- Gordon Brown Outdoor Education Centre – proposals to replace the end of life Shrubbery Building
- ICT Work with the Local Government Association
- Dynamic Purchasing System (DPS) for the Procurement and Management of Temporary Accommodation

17 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.

Date of the next meeting: Monday 27 July 2015



Please remember to set your mobile phone to silent during the meeting.

- The meeting room is accessible by lift and seats will be provided for members of the public.



LONDON BOROUGH OF BRENT

MINUTES OF THE CABINET Monday 1 June 2015 at 7.00 pm

PRESENT: Councillor Butt (Chair), Councillor Pavey (Vice-Chair) and Councillors Denselow, Hirani, Mashari, McLennan, Moher and Southwood

Also present: Councillors Agha, Chohan, Colwill, Conneely, Farah, Filson, Kabir, Mahmood, Maurice and Stopp

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 14 April 2015 be approved as an accurate record of the meeting.

3. **Matters arising**

None.

4. **Order of business**

The Cabinet agreed to take earlier in the meeting that item for which members of the public were present.

5. **Deputations - Property Asset Strategy 2015-19**

With the consent of the Cabinet, Philip Bromberg (Friends of Preston Library) addressed the meeting in support of the Preston Community Library and reminded the Cabinet of previous promises made by members of the Labour Group to make property available to local groups at peppercorn rent who could provide a sustainable community library. He referred to the achievements of the Community Library supporters who had produced a business plan for a permanent library, offered a range of library services including lending to schools and computer and wifi facilities. Language and exercise classes were also on offer. The service was run by volunteers contributing many hours of their time. Mr Bromberg made reference to the possible tension between the strategic objectives in the Strategy of maximising value generation and increasing ongoing revenue generation and the intention to advertise and a competitive process for interested organisations however he felt that the council was now committed to this course of action. Ms Samantha Warrington (Friends of Preston Library) sought assurances that the library premises would be retained by Preston Community Library and she also

referred to the work of the volunteers, the services and classes offered and the intention to acquire cinema equipment. She urged the Cabinet to consider the contribution of the Preston Community Library which was at no cost to the council and which she considered was sustainable.

6. Property and Asset Strategy 2015-19

Councillor McLennan (Lead Member, Regeneration and Housing) introduced the proposed new Property and Asset Strategy attached at Appendix 1 to the report from the Strategic Director of Regeneration and Growth. The Strategy aimed to find ways of capturing the inherent value and value growth of land and property in Brent and moved away from a presumption to dispose outright of property towards one of retaining and acquiring assets with a view to maximising revenue potential. The strategy also recognised the importance of social value. It introduced proposals for Community Asset Transfer as a way of promoting both social value and community resilience. Councillor McLennan summarised the routes into community asset transfer and assured that each application would be considered on its own merits.

Councillor Mashari (Lead Member, Employment and Skills) stated that she was in agreement to requests made by the Preston Community Library supporters who had addressed the Cabinet earlier in the evening. She paid tribute to the work of library supporters and clarified that the intention was for a collaborative approach to co-design the space for school use. Councillor Mashari added that the strategy was not about specific buildings and the community would have the first opportunity to tender for use. The Strategic Director, Regeneration and Growth confirmed that the guidelines on how to take the strategy forward would be ready at the beginning of July 2015.

Members paid tribute to the work of the Preston Community Library campaigners which was a testament to what the community could achieve. Councillor Moher noted the supporters' willingness to work with the council for the joint use of the premises.

RESOLVED:

that approval be given to the Property and Asset Strategy 2015-19 as set out in Appendix 1 to the report from the Strategic Director, Regeneration and Growth, including proposals in respect of Community Asset Transfer.

7. Authority to invite tenders for a Direct Payment Services contract

The report from the Strategic Director, Adults concerned the procurement of a Direct Payment Services contract to allow the council to offer a Support and Advice (general, employment and ongoing) and Managed Account service provision. The contract would replace an existing agreement which would come to an end on 28 November 2015. The report requested approval to invite tenders in respect of a DPS contract as required by Contract Standing Orders 88 and 89.

Councillor Hirani (Lead Member, Adults, Health and Well-being) made reference to the target to increase take up and for a further 400 service users to be recipients of DPs over the next three years. This would bring the total number of DPs users to 1127 by the end of the new contract term in November 2018. Additionally, the

opportunity was being taken to further expand services and to include in the contract a support service for individuals living at home with Direct Payments and also support for individuals to manage their Personal Health budgets. Councillor Hirani assured that as part of the West London Alliance, value for money and flexibility were assured. He was also pleased that bidders would be asked to submit pricing that included the London Living Wage, a direct benefit to carers and workers.

RESOLVED:

- (i) that approval be given to the invite of tenders for a Direct Payment Service contract on the basis of the pre-tender considerations set out in paragraph 5.0 of the report from the Director of Adult Services;
- (ii) that approval be given to officers evaluating the tenders referred to in (i) above on the basis of the evaluation criteria set out in paragraph 5.0 (vi) of the report.

8. Authority to award contract for a Local Healthwatch Service for Brent

Councillor Pavey (Deputy Leader) introduced the report from the Chief Operating Officer which sought approval to award the contract for Local Healthwatch for Brent for a period of one year with an option to extend for a period of one year to the successful tenderer following a procurement process. The report summarised the procurement process and procedure undertaken by the council for the contract. Councillor Pavey referred to the pressures on the health service and the role of Healthwatch services to engage with residents/patients and to champion their cause. Councillor Moher welcomed the decision to award the contract to CommUNITY Barnet, an organisation with considerable experience.

The Cabinet 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 approval be given to the award of the contract for the delivery of a local Healthwatch service for Brent (Healthwatch Brent) from 1 July 2015 for a term of one year with an option to extend by a further one year period to CommUNITY Barnet.

9. Fees and Charges 2015/16

Councillor Pavey (Deputy Leader) introduced the report from the Chief Finance Officer which proposed fees and charges for 2015/16. He reminded the Cabinet that in the significant majority of cases charges had been frozen at current levels. However, Councillor Pavey acknowledged that financial pressures made this position unsustainable and a full review was considered to be required. The report

before members introduced the principles by which such a review would be carried out for future years.

RESOLVED:

- (i) that it be noted that there would be no increase in 2015/16 to the fees and charges for the services set out in Appendix 2 of the report from the Chief Finance Officer;
- (ii) that approval be given to the increases to the fees and charges set out in Appendix 1, effective 1 July 2015 or as soon thereafter as the changes can practically be implemented;
- (iii) that it be noted that a wider review of fees and charges would be carried out during the 2015/16 year to inform future budget and policy making, the results of which will be considered at a future meeting.

10. **Joint ICT work with London Borough of Lewisham**

The report from the Chief Operating Officer set out proposals for working with the London Borough of Lewisham to establish a shared service for ICT by April 2016. The report set out details around sharing ICT hardware and establishing reciprocal Disaster Recovery facilities, delivering ICT services to London Borough of Lewisham to refresh their infrastructure, and transition arrangements leading towards the establishment of the joint ICT service. Councillor Pavey referred to the proposals as a symbolic step forward and advised that Lewisham's Cabinet would be considering a similar report in the near future.

RESOLVED:

- (i) that approval be given to working with London Borough of Lewisham to establish a joint ICT service by April 2016;
- (ii) that it be noted that London Borough of Lewisham was seeking approval from their Cabinet in June 2015 for the same;
- (iii) that it be noted that officers would be working on defining the governance model for the proposed shared service and would present their proposals to Cabinet in September 2015;
- (iv) that approval be given to the reciprocal arrangements to host disaster recovery facilities for London Borough of Lewisham at Brent Civic Centre, while they host Brent's second datacentre currently located at Brent House;
- (v) that approval be given to the proposal to deliver ICT services to London Borough of Lewisham to refresh their infrastructure, bringing them in line with Brent.

11. **Youth Services in Brent - a new delivery model**

Councillor Moher (Lead Member, Children and Young People) introduced the report which outlined a proposed new delivery model for Youth Services in Brent based on

a community-led approach that was developed and delivered in partnership with the community, voluntary and social enterprise sector (VCSE) and other stakeholders. The model outlined built on the outcomes of a recent options appraisal that was commissioned and funded by the Cabinet Office as part of its Delivering Differently for Young People Programme (DDYP). It also took into account budget decisions on the Council's Youth Services which would take effect from 2016/17 and which required a new approach to be taken.

Councillor Moher drew attention to the financial and operational context for Brent Youth Services, the proposed new model for youth service in Brent and the strands currently covered by the Service. She stressed that the council was not alone in having to deal with significant funding reductions and she drew attention to the options put forward in the recent appraisal stating that preferred proposal was to develop of a community led commissioning organisation for youth services retaining some services for the centre. Councillor Moher emphasised that consultation with young people would be widespread, in particular with the Youth Parliament. She accepted that the council could not afford to continue to run four youth centres and community asset transfers were being considered. In response to a question, Councillor Moher advised that consideration would be given to whether dedicated youth support was the best way forward.

Councillor Pavey (Deputy Leader) hoped for a slimmed down improved service and stressed the need for a speedy decision given the timescales. Councillor Moher acknowledged the timescales and stressed the need for the council and voluntary sector to work together, map provision and ensure that needs were being met. She also emphasised that funding would need to be targeted to those most in need.

Councillor Butt queried the timescales and raised questions on the detail of the report. The Strategic Director, Children and Young People clarified that the council had a statutory duty to promote access to youth services and the Young Brent Foundation would play a role in giving increased access to external funding sources and other financial benefits. The cost for operational contingency referred to in the report was standard for three months running costs for an independent an organisation. On engagement with the business sector, the Cabinet heard that employers were already engaged and this would continue. Regarding the proposals for the new group to be co-located with an existing service, it was noted that options were still open. Brent CVS would be playing a leading role.

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

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

RESOLVED:

- (i) that the financial context for the council's Youth Services and the issues and opportunities related to the future delivery of youth services be noted;
- (ii) that officers carry out further consultation with staff, stakeholders and young people on the proposal for a new, independent Young Brent Foundation and

on potential changes to the Council's current Youth Service provision, in line with the broad model set out in section four of the report from the Strategic Director, Children and Young People;

- (iii) that it be noted that the revised service model set out for the council's service (see paragraphs 4.11 – 4.15 of the Director's report) does not include continuation of direct delivery of youth centre provision, with new partnership arrangements required to sustain delivery;
- (iv) that officers be instructed to ensure active involvement of young people and a wide range of partners in the further development of the new service model;
- (v) that it be noted that the further work to develop and implement the new service model for youth services would be undertaken as part of the One Council Programme.

12. Determination of the proposal to permanently expand Stonebridge Primary School

Councillor Moher (Lead Member, Children and Young People) reminded the Cabinet that in line with the School Place Planning Strategy approved by Cabinet in October 2014, the proposal to permanently expand Stonebridge Primary School by one form of entry (1FE) had been put forward by the governing body in partnership with Brent Council. The report before members informed the Cabinet of the outcome of the statutory consultations on the proposals to alter Stonebridge Primary School through permanent expansion from September 2015 and recommended that the statutory proposals to expand the school be approved.

Councillor Moher put that there was a desperate need for permanent school places and it was anticipated that approximately 800 late Reception applications would be received between the closing date in January 2015 and the end of the academic year in July 2015. Councillor outlined the result of the consultation and it was noted that the majority of responses were about the Stonebridge Adventure Playground. Councillor McLennan (Lead Member, Regeneration and Housing) drew members' attention to the timetable should the project be approved.

Councillor Pavey referred to the economies of scale of larger schools and the possibility of an additional school to be provided by the property developers Quintain. The Leader of the Council acknowledged that the council was in a difficult position having a statutory obligation to provide school places, wanting to improve standards and achieve the best outcomes.

RESOLVED:

- (i) that approval be given to the permanent expansion of Stonebridge Primary School, a community school, by one form of entry from September 2015, (conditional upon the grant of full planning permission under the Town and Country Planning Act 1990 by September 2015 or at such date as agreed by the Strategic Director of Children and Young People and the Strategic Director of Regeneration and Growth);

- (ii) that it be noted that the reason for approving the alterations was to provide sufficient permanent primary school places in line with the council's statutory duties and its School Place Planning Strategy 2014.

13. West London Waste Plan

The report from the Strategic Director, Regeneration and Growth advised that the council had received an Inspector's report into the Examination of the joint West London Waste Plan Development Plan Document and that the Inspector found the document sound subject to recommended changes being made. Councillor McLennan asked the Cabinet to recommend to Full Council that the Plan be adopted with the changes incorporated.

RESOLVED:

that Full Council be recommended to adopt the West London Waste Plan, incorporating the recommended changes set out in the Inspector's report.

14. Authority to tender contract for the proposed Learie Constantine Centre redevelopment

Councillor McLennan (Lead Member, Regeneration and Housing) was pleased to report the redevelopment proposal for the Learie Constantine site at 43-47 Dudden Hill Lane, the principles of which were agreed by the Executive at its meeting of 20 May 2013. This was an opportunity to work with the community and provide a new centre with adjacent mixed tenure property. The report requested approval to invite tenders in respect of this proposal as required by Contract Standing Orders 88 and 89.

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

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

RESOLVED:

- (i) that approval be given to the invite tenders for the proposed Learie Constantine site redevelopment on the basis of the pre-tender considerations set out in paragraph 3.15 of the report from the Strategic Director of Regeneration and Growth;
- (ii) that approval be given to the evaluation of tenders referred to in (i) above on the basis of the evaluation criteria set out in paragraph 3.15 of the report;
- (iii) that authority be delegated to the Operational Director of Property and Projects (Regeneration and Growth), in consultation with the Chief Finance Officer, to award the contract to the successful tenderer and to agree the final terms of the development agreement and leasing structure between the Council, the Learie Constantine West Indian Association and the successful

tenderer (the developer) provided the receipt generated is sufficient to cover the cost of a new community centre;

- (iv) that approval be given to an exemption from Contract Standing Order 104 (b) to permit evaluation of bids on the basis of price alone, which is considered appropriate for meeting the council's aims and objectives in relation to the site.

15. South Kilburn Regeneration Programme - Hereford House, Exeter Court, Stuart Road

Councillor McLennan (Lead Member, Regeneration and Housing) introduced the report which sought approval to authorise the Strategic Director of Regeneration and Growth to seek the Secretary of State's consent pursuant to Part V of Schedule 2 to the Housing Act 1985 to the disposal and development of Hereford House, Exeter Court (as shown edged red on Plan A at Appendix 1) and 4 to 26 Stuart Road (even numbers only) (as shown edged red on Plan B at Appendix 1) for the purpose of Ground 10A of Schedule 2; and also sought approval to authorise the final Allocation Policy for secure tenants with homes in Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only).

Councillor McLennan reported that there was some concern among tenants over the allocations policy and she assured that those with secure tenancies could return once decanted and Andy Donald reported that for tenants to be rehoused in only one move was almost unique in London.

RESOLVED:

- (i) that, having noted and considered the responses to the consultation as set out in proposal 1 of Appendix 2 of the report from the Strategic Director of Regeneration and Growth, authority be delegated to the Strategic Director of Regeneration and Growth to seek the Secretary of State's consent to the disposal and redevelopment of Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only) pursuant to Part V of Schedule 2 to the Housing Act 1985 and to seek possession of those dwellings occupied by secure tenants by relying on Ground 10A of Schedule 2 of the Housing Act 1985;
- (ii) that, having noted and considered the responses to the consultation as set out in proposals 2 and 3 of Appendix 2 in connection with the intention to make a Compulsory Purchase Order(s) (CPO(s)) on Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only), South Kilburn and in connection with the draft Allocation Policy for Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only), approval be given to the adoption of the Allocation Policy which will apply to Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only) and which includes the proposal to make a CPO(s) on Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only) as well as seeking possession of Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only), subject to the Secretary of State's consent, under Ground 10A of Schedule 2 to the Housing Act 1985. This Allocation Policy sets out the basis on which replacement homes will be allocated to secure tenants in Hereford House,

Exeter Court and 4 to 26 Stuart Road (even numbers only), South Kilburn and the legal means to be adopted for seeking possession of Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only) through the use of Ground 10A of the Housing Act 1985 (if approval is given by the Secretary of State) and compulsory purchase powers under section 226(1)(a) of the Town and Country Planning Act 1990.

16. **Reference of item considered by Scrutiny Committee - Pupil Premium Task Group**

The Cabinet noted that the Scrutiny Committee had considered the task group report on 30 April 2015 and referred it to Cabinet for approval.

17. **The Use of the Pupil Premium - Task Group report**

The Cabinet welcomed Councillor Southwood to her first meeting as Lead Member, Environment.

Councillor Southwood introduced the Pupil Premium task group report in her capacity of Task Group Chair. She summarised the purpose of the task group which was to examine practice across the borough and establish if there were opportunities to get better value and improve attainment for disadvantaged pupils. The task group also looked at non-academic learning and that encouraged children to come to school and Councillor Southwood highlighted the task group recommendations which included an emphasis on the role of the Brent Schools Partnership as the main vehicle to share good practice. It was also recommended that the Corporate Parenting Committee's Looked After Children's report should be presented at Full Council. Councillor Southwood concluded by thanking the young people involved in the task group for their contribution.

The Strategic Director, Children and Young People advised that the Brent Schools Partnership would be meeting later in the week and had found the report very helpful. The Leader of the Council added that he had met with Access Project personnel recently who were keen to work with schools and help young people develop the skills that that match their employment aspirations.

The Cabinet thanked the task group members for their work.

RESOLVED:

- (i) that the task group report be noted;
- (ii) that approval be given to the 16 recommendations made by the task group.

18. **Nominations to Outside Bodies and Cabinet Committees**

that the following appointments be approved:

Highways Committee

Denselow
Mashari (VC)

McLennan
Moher
Southwood (C)

London Housing Consortium - Building Components and Solutions
McLennan


South Kilburn Trust
McLennan (ongoing, Lead Member for Regeneration and Housing)

19. **Any other urgent business**

None.

The meeting ended at 8.35 pm

M BUTT
Chair

 Brent	<p style="text-align: center;">Cabinet 29 June 2015</p> <p style="text-align: center;">Report from Strategic Director, Adults</p>
<p>For Action Wards Affected: ALL</p>	
<p style="text-align: center;">Section 75 agreement for the Better Care Fund</p>	

1.0 Summary

- 1.1 This report seeks approval for the council to enter into an agreement under section 75 of the National Health Services Act 2006 with Brent NHS Clinical Commissioning Group to govern the delivery of the approved Better Care Fund Plan for 2015/2016.
- 1.2 It should be noted that the agreement sought is only to the creation and management of a Section 75. The decisions arising from the implementation of each of the four Better Care Fund Schemes will be brought to Cabinet as they arise.

2.0 Recommendation

- 2.1 Cabinet agree to enter into a partnership arrangement under section 75 of the National Health Services Act 2006 with Brent NHS Clinical Commissioning Group on the basis outlined in this report to govern the delivery of the approved Better Care Fund Plan for Brent for the period 2015/2016.
- 2.2 Cabinet agree that the local authority will host the pooled budget for the reasons set out in paragraph 3.7 of the report.
- 2.3 Cabinet delegate authority to approve the final terms of the proposed partnership arrangement to the Strategic Director of Adults Social Care in consultation with the Chief Finance Officer and Chief Legal Officer.

2.4 Cabinet note the intention to further report to Cabinet should any material structural, staffing, financial or other changes in addition to those set out in this report be proposed as part of the implementation of the Better Care Fund Plan.

3.0 Proposals

3.1 The Better Care Fund (“BCF”), formerly the Integration Transformation Fund, was announced by the Government in June 2013 and aims to ensure closer integration between health and social care. The Health and Well Being board has received reports on the development of the partnership over the last 18 months as the strategic vision was clarified.

3.2 To qualify for BCF funding, the Council and Brent NHS Clinical Commissioning Group (CCG) were required to make application, to include submission of a BCF Plan. Following the initial submission of the draft BCF Plan in April 2014 by the council and CCG, the Government required further work and assurance before the BCF plans were approved. The revised Brent BCF plan was submitted to Government and approved with support on 29 October 2014. The BCF funding allocation for Brent is £22,432,000 for 2015/2016.

3.3 Section 121 of the Care Act 2014 requires BCF arrangements to be underpinned by pooled funding arrangements and this, together with the other proposals set out in the BCF plan, can best be secured and facilitated by a partnership agreement under s75 of the National Health Service Act 2006 (a “s75 agreement”). A s75 agreement is an agreement between a local authority and an NHS body, in this case the CCG, which can include arrangements for pooling resources and delegating certain NHS and local authority health-related functions to the other partner(s) if it would lead to an improvement in the way those functions are exercised.

3.4 The BCF plan pooled funds can be managed in a number of ways and there is a choice about which organisation manages the pooled budget. This report sets out the potential advantages and disadvantages of the options that exist.

3.5 The pooled funds need to be hosted by one ‘accountable’ organisation – this could be either the council or the CCG. This will not necessarily affect the current commissioning and contracting arrangements, but it will allow for flexibility if Officers feel that commissioning or contracting arrangements could be managed more effectively, for example it will allow for the joint commissioning and managing of a service.

3.6 It is proposed that all services in the BCF plan are to be run as a pooled fund and that there will be no establishment of non-pooled funds for any services.

- 3.7 There are potentially advantages to hosting the pooled fund via the council:
- Budget surplus – any unused funds can be re-invested in the pool for the next financial year according to risk share agreed whereas NHS England will require the CCG to call back their share of the surplus (if any) if the pooled funds are held by the CCG as host authority;
 - VAT provisions; and
 - Use of other contractual mechanisms – i.e. the council will not be required to use the standard NHS contract which the CCG uses.
- 3.8 It is proposed to use a s75 agreement based on a template drawn up by NHS England. Finance and project staff from both organisations have commenced preparation of the s75 template and subject to Cabinet approval, this will be checked by solicitors who act for the local authority and solicitors who act for the CCG. It contains detailed provisions concerning a number of key issues including fund management, risk sharing, liabilities, performance and governance.
- 3.9 Both the CGG and the local authority are now in the process of seeking approval and agreement through their respective governance channels. The proposal to enter into a s75 agreement will go to the June 24th 2015 Finance and QIPP Committee and the July 1st 2015 Governing Body meeting at the CCG.
- 3.10 The agreement includes the various schemes which are within the scope of the BCF plan. These are:
- Scheme 1: Keeping the most vulnerable well in the community – more planned and proactive care in the community led by primary care in partnership with community health and social care services. This will be delivered through the Integrated Care Programme (ICP) and Whole Systems Integrated Care (WSIC) programme.
 - Scheme 2: Avoiding unnecessary hospital admissions – reactive care in the community that provides an effective community response to crises and avoids unnecessary hospital admissions through the enhancement of the Rapid Response and crisis management functions of the STARRS model (Short Term Assessment, Rehabilitation and Re-ablement Service).
 - Scheme 3: Effective multi agency hospital discharge - ensuring safe and timely discharge from hospital through an integrated discharge team that combines the functions of discharge coordination.
 - Scheme 4: Mental Health Improvement - improves the urgent care pathways for adults (18 years and over) and reduces emergency admissions or readmissions for patients with a mental illness or at risk of crisis. In particular patients suffering injuries from suicidal/

para-suicidal behaviour or serious deliberate self-harm and patients with dementia readmitted within 30 days of discharge from physical care general acute beds.

- 3.11 Further papers, recommendations and decisions will be brought to the Cabinet for each of these schemes if and when key decisions are required.
- 3.12 The S75 agreement allows flexibility for the arrangements to continue for a number of years or to be terminated if the funding stream is discontinued. The comments and recommendations of Cabinet, the Health and Well-being Board and CCG Executive Committee will be taken into account when preparing the agreement.

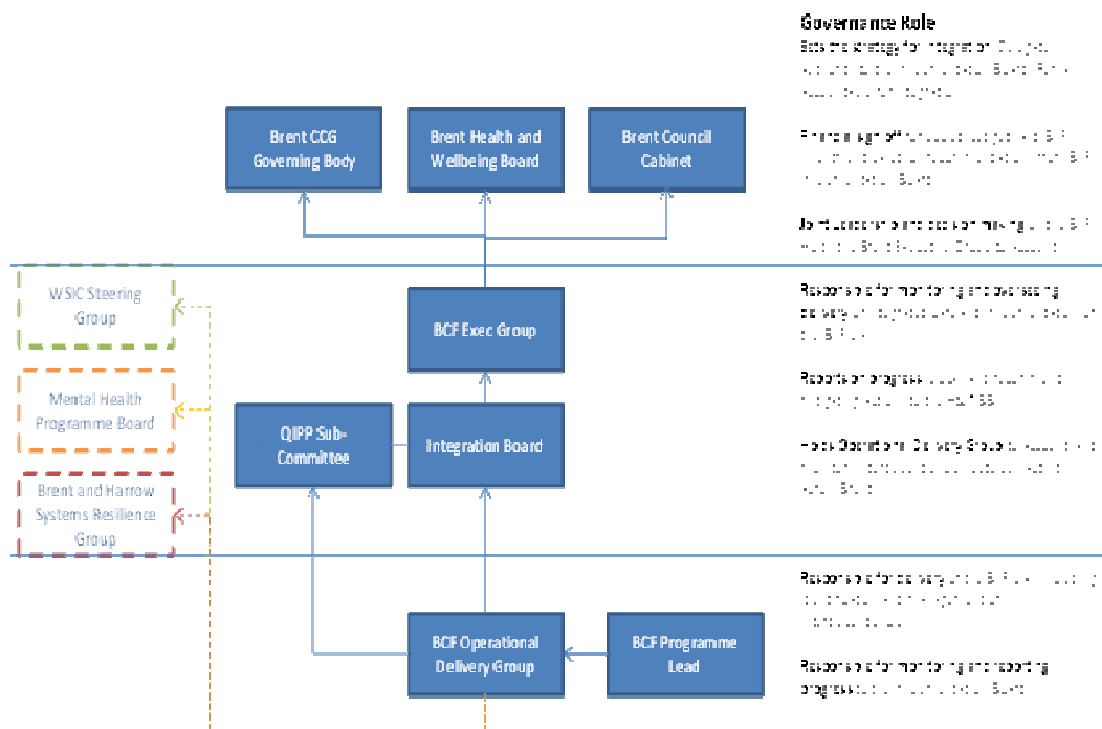
4.0 Options and alternatives considered

- 4.1 There is a statutory requirement for the BCF funds to be managed via pooled funding arrangements. Failure to manage the funding in this way would result in the council and the CCG not receiving the allocated BCF funding.
- 4.2 It would be possible for the CCG to act as host authority for the pooled fund but for the reasons set out at paragraph 3.7 there are advantages in the council acting as host authority.

5.0 Proposed Governance and Management of the S75

- 5.1 In order to manage the S75 and the overall delivery of the Brent Better Care Fund Plan the following governance structure is proposed:

BCF Governance Structure



5.2 Financial oversight and sign off remains with the accountable bodies within each organisation. However, the BCF Executive Group will be responsible for day to day management of the BCF pooled budget, including making decisions on financial expenditure in accordance with the agreed BCF plan and with the agreement of both partners.

5.3 The Executive Group will further be responsible for reporting on issues arising from the management of the pooled budget to and relaying recommendations from the Health and Wellbeing Board, Cabinet and/or the CCG Executive Board as required.

5.4 The Executive Group is chaired jointly by the Council’s Director of Adult Services and the CCG’s Acting Chief Operating Officer. Other members include:

- Cabinet member for Adults, Health and Wellbeing – London Borough Brent (LBB)
- Chief Finance Officer – LBB
- Chief Finance Officer – Brent Clinical Commissioning Group (BCCG)
- Chair – BCCG.

6.0 Supporting plans and strategies

- 6.1 The Better Care Fund, which is enabled by the s.75 agreement, is intended to support health and social care integration and to protect social care, with aim of improving the health and wellbeing of Brent residents. Integration of health and social care services and joint working is an important part of the Brent Joint Health and Wellbeing Strategy.
- 6.2 The BCF also supports the following aims of the 2015/16 corporate plan: to improve the early intervention services offered across health and social care to promote independence: Public services have increasingly worked together to create the seamless provision of services to residents. Further joining up of health and social care reablement and rehabilitation services as part of the Better Care Fund will create a more efficient and effective service for residents and will support people to remain independent and living in the community for longer.

7.0 Financial and risk implications

- 7.1 The BCF is worth £3.8bn nationally. Brent's overall share is £22.432m for 2015/16.
- 7.2 The councils share of the Brent BCF in 2015/16 is £8.7m inclusive of the Disabilities Facilities grant of £1.8m and Adult Social Care Capital Grant of £0.748m.
- 7.3 The council and the CCG will charge to the pooled budget any expenditure they have incurred up to the maximum amount that they have contributed to the pool and therefore this agreement does not include a specific risk share arrangement with any overspends being picked up by the commissioning organisation.

8.0 Staff implications

- 8.1 There are no implications for staff in agreeing the Section 75. As set out in 1.2, if decisions are required about implementation of the four schemes, including where there is an impact on staff, these will be addressed in separate and specific papers and recommendations.

9.0 Legal Implications

- 9.1 The BCF grant regime requires the Council to work jointly with the CCG. As indicated at paragraph 3.3, s121 of the Care Act 2014 requires BCF arrangements to be underpinned by pooled funding

arrangements. The intention therefore is to enter into a partnership agreement pursuant to s75 of the National Health Service Act 2006 on the basis that it will lead to an improvement in the way the council and CCG's functions are exercised. The s75 Agreement is the vehicle by which the services that are to be delivered, the mechanism for expenditure; and delivery of outcomes are clarified to ensure each party knows exactly how it will operate and to reduce the risk of disputes.

- 9.2 Contract Standing Order 85 provides that a formal agreement in respect of any partnership arrangement must be signed by the parties. NHS England have circulated a template s75 Agreement. As indicated in paragraph 3.8, it is proposed to use this template as the basis for the s75 Agreement between the council and the CCG.
- 9.3 Contract Standing Order 85 also provides that the Chief Finance Officer must approve any partnership arrangements. Officers have been working with Finance in relation to partnership arrangements and approval is sought to delegate authority to the Strategic Director, Adults in consultation with the Chief Finance Officer and the Chief Legal Officer to approve the final terms of the proposed partnership arrangement.
- 9.4 Approval is to the creation and proposed management and oversight arrangements for the S75 only. Any further material changes to council staff, services or budgets will continue to be subject to Cabinet scrutiny and oversight.

10.0 Diversity Implications

- 10.1 Brent has a relatively deprived, diverse population which is ageing and increasingly suffering from multiple co-morbidities. Some outcomes, such as early mortality from cancer and cardiovascular disease, are amongst the worst in London. There are poor health outcomes and higher mortality rates for older people, particularly older Asian people with heart disease. There is a view that inequalities have worsened due to effects of welfare reforms with effects on health from overcrowding, anxiety and increased demand on GPs. The traditional divide between primary, community, acute and social care is not well suited to meeting these needs.
- 10.2 A key feature of the developing joint plans for health and social care is the role of residents, carers and patients in providing support and self care to keep well and manage their or their loved-one's health condition. This potential empowerment though must be considered along with development and improvements in integrated health and social care that genuinely works for residents, putting people and not systems or organisations at the heart of new design and delivery

proposals. Therefore co-design and early engagement will be a vital part of developing new services.

Background papers:

Better Care fund Update – Health and Well Being Board – 19 March 2015

Better Care Fund Report – Health and Well Being Board - 18 November 2014

Better Care Fund Plan – Health and Well Being Board - 09 April 2014

Contact Officers

Phil Porter,

Strategic Director, Adults

Tel: 020 8937 5937

Email: Phil.porter@brent.gov.uk

PHIL PORTER

Strategic Director, Adults



Cabinet
29 June 2015

**Report from the Strategic Director of
Children and Young People**

For Action

Wards Affected:
ALL

Authority to award contract for Children's Centres Services

Appendices 3 and 8 are Not for Publication

1.0 Summary

1.1 This report requests authority to award contracts as required by Contract Standing Order No 88. This report summarises the process undertaken in tendering this contract and, following the completion of the evaluation of the tenders, recommends to whom the contract should be awarded.

2.0 Recommendations

- 2.1 That Members award the contract for Children's Centres Services to Barnardo Services Ltd. This is the company authorised by the Trustees of the Charity to sign any contracts.
- 2.2 That Members authorise the Operational Director Property and Projects to enter lease and licence agreements in accordance with the details set out in the Appendix 6 in consultation with Strategic Director of Children and Young People and the Chief Legal Officer.
- 2.3 That Members note the implications under the Transfer of Undertakings (Protection of Employment) Regulations 2006 for Council staff arising from the award of the contract for Children's Centres Services as set out in Section 7 and agree to the transfer of such staff.

3.0 Detail

- 3.1 The background to the procurement of a contract for the management and operation of children's centres is set out in the reports to Cabinet of 10 November 2014 and 23 February 2015. Following Cabinet's approval to tender the contract on 23 February 2013 tenders were sought for the management and operation of children's centres.
- 3.2 As approved by Cabinet, the proposed contract was tendered on the basis that it was for an initial term of four years with an ability for the council to extend the term by a further twelve months.
- 3.3 The tender documentation made it clear that there is a need for strong partnership arrangements with the successful provider, not only with the council but with other stakeholders in order to achieve the core offer for children's centres. The service specification provided as part of the tender documentation, included the needs of the service and covered the concerns identified by parents/carers during consultation. The documentation did however make it clear that whilst the successful provider would be responsible for the full management and operation of relevant children's centres, the council would remain responsible for:
- Sufficiency
 - Quality
 - Providing adequate data
 - Ofsted inspection

The tender process

- 3.4 Advertisements were placed in the Official Journal of the European Union (OJEU), the London Tenders Portal and Contracts Finder on the 13 of March 2015 seeking initial expressions of interest, which elicited 45 initial enquires. Contractors were provided with an outline specification and details of the tender approach and were invited to complete qualification questionnaires using the Council's Electronic Tendering Facility. Some of the initial enquiries were from small organisations and other local authorities interested in our approach. In the event, six organisations showed serious interest, attending site inspections of the children's centres and becoming involved in the tender clarification process. Prior to the deadline for submission, two well established organisations sent a letter to the Strategic Director of Children and Young People informing that they would be unable to deliver the required services within the proposed budget envelope and so they withdrew. Four contractors subsequently completed the qualification questionnaire and submitted bids.
- 3.5 A single stage tender process was followed for the procurement which meant that tenderers' responses to the Council's qualification questionnaire and tender were to be evaluated simultaneously. For the qualification questionnaire evaluation, tenderers' responses were evaluated to ensure they met the

Council's requirements with regard to financial standing, technical capacity and technical expertise.

- 3.6 Tenders were assessed on the basis of the most economically advantageous offer to the Council. The budget for the contract was fixed for each of the individual contract years by the Council and therefore tenders were evaluated using the following high level quality evaluation criteria:

Tenderer's proposed business model

Tenderers' proposed plans for ensuring effective quality management of the service and plan to achieve and maintain performance to contract standards, requirements and targets including self monitoring and evaluation

Tenderer's approach to working in partnership with all stakeholders including children, young people and their parents, carers, the council, health and the local voluntary sector.

Health and safety policies and how they will be applied to the contract

Tenderer's proposals to adhering to child protection requirements

Application of previous experience to the delivery of the contract

- 3.7 Tenderers were required to submit method statements providing details of their proposed arrangements for performing the contract. Tenderers were informed that the method statements would be included in the final contract to ensure that they were contractually enforceable. These method statements are detailed in Appendix 1.

Evaluation process

- 3.8 The tender evaluation was carried out by a panel of officers from Children and Young People Services, Finance, Health & Safety, Property and Public Health. Also in addition were two Parent Advisors, external Independent Chair of children's centres Advisory Board and NHS representatives to assist with the evaluation.
- 3.9 All tenders had to be submitted electronically no later than 1200hrs on the 8th May 2015. Tenders were opened on 8th of May 2015 and 4 valid tenders were received. Each member of the evaluation panel read the tenders using evaluation sheets to note down their comments on how well each of the award criteria were addressed.
- 3.10 The panel met on 29 of May 2015 and each submission was marked by the whole panel against the award criteria in accordance with the tender evaluation methodology at Appendix 2.
- 3.11 The names of the tenderers are contained in Appendix 3. The scores (summary and detailed) received by the tenderers are included in Appendix 4. It will be noted that Tenderer B was the highest scoring tenderer, scoring well in relation to all elements of the evaluation criteria and providing Officers with

assurance that it could deliver children centre services to a high standard. Officers therefore recommend the award of the contract to Tenderer B, namely Barnado Services Ltd.

3.12 The proposed contract will commence 1 of September 2015 subject to the Council's observation of the requirements of the mandatory standstill period noted in paragraph 5.2 below.

4.0 Financial Implications

4.1 The Council's Contract Standing Orders state that contracts for supplies and services exceeding £250k or works contracts exceeding £500k shall be referred to the Cabinet for approval of the award of the contract.

4.2 The contract will be for four years, with the option to extend for one additional year. The total cost of the contract will be £9.340m of the initial contract term and if extended will be £11.500m. The cost per year is broken down as follows:

	£m
Year 1	2.440
Year 2	2.370
Year 3	2.300
Year 4	2.230
Year 5 (Optional)	2.160
Total	11.500

4.3 The contract will be funded from the existing budget for Children's Centres within the Children & Young People budget. The contract will deliver the following savings over the proposed five year contract term:

	Contract Price £m	Saving £m
Year 1	2.440	0.500
Year 2	2.370	0.070
Year 3	2.300	0.070
Year 4	2.230	0.070
Year 5 (Optional)	2.160	0.070
One Off charge from Europa Contract		-0.030
Total		0.750

5.0 Legal Implications

- 5.1 The services to be provided under the proposed contract fall within Schedule 3 of the Public Contracts Regulations 2015 (PCR 2015). The value of this contract over its lifetime is higher than the EU threshold for Schedule 3 services (currently £625k) and the award of the contract therefore governed by the PCR 2015. The award is subject to the Council's own Standing Orders in respect of High Value contracts and Financial Regulations.
- 5.2 Given that the award of the contract is governed by the PCR 2015, the Council must observe a mandatory minimum 10 calendar day standstill period before the contract can be awarded. Therefore once the Cabinet has determined which tenderer should be awarded the contract, all tenderers will be issued with written notification of the contract award decision. A minimum 10 calendar day standstill period will then be observed before the contract is concluded – this period will begin the day after all Tenderers are sent notification of the award decision – and additional debrief information will be provided to unsuccessful tenderers in accordance with the EU Regulations. As soon as possible after the standstill period ends, the successful tenderer will be issued with a letter of acceptance and the contract can commence.
- 5.2.1 Members are referred to section 7.0 below in relation to staffing issues. Given that the proposed tender would result in transfer of more than 20 council staff, the decision to transfer such staff following any tender is one reserved to Cabinet.
- 5.3 The preferred tenderer is Barnardo Services Ltd. Barnardo Services Ltd is a private limited company established as a subsidiary by Barnardo's which is a registered charity. As part of the tender process, Barnardo's executed a Parent Company Guarantee Undertaking confirming it would guarantee the performance of it Barnardo Services Ltd. Therefore, if there is some breach of the contract by Barnardo Services Ltd, Barnardo's will step into its subsidiary's shoes and perform the contract in its place.
- 5.4 Members are referred to section 9.0 below in relation to property issues.

6.0 Diversity Implications

- 6.1 Equalities Impact Assessments were carried out for both staff impact and for service user impact as part of this project for the report to Cabinet on 23 February 2015. They have been updated for this report and are attached as Appendix 5.
- 6.2 Children's centres were established to tackle disadvantage and promote equality of opportunity. Work is carried out to target particular groups e.g. Somali community, eastern European families, Traveller families to address disadvantage.

7.0 Staffing Implications

- 7.1 There are implications under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (“TUPE”) for Council staff arising from the awarding of this contract.
- 7.2 Officers identified a total of 55 council employed staff as potentially liable to transfer to a contractor pursuant to TUPE. This figure will be finalised during the detailed TUPE conversations that happen post contract award. Pursuant to TUPE the new provider will be required to meet obligations under the legislation.
- 7.3 The staff and Unions have been kept informed during the procurement process. The council intends to work with the selected contractor to ensure that Brent staff will have the best possible support during this time. Each of the tender organisations offered a staffing structure document designed to save money. The Council’s existing staffing structure is attached as Appendix 7. The preferred provider’s proposed structure chart is attached as Appendix 8 of the report.
- 7.4 Council employed staff transferring to a contractor under TUPE would do so on their current terms and conditions of employment. Although pension rights do not transfer under TUPE, the Council is under a legal obligation to secure pension rights for its staff who do transfer, which was done by requiring contractors to confirm they would either provide such staff with continued access to the Local Government Pension Scheme (“LGPS”) or provide pension arrangements that are broadly comparable to the LGPS. All contractors submitting tenders did so on the basis that they would apply for admitted body status thus allowing staff continued access to the LGPS.
- 7.5 An admitted body under the LGPS will generally bear liability for any pensions’ deficit that may accrue. As indicated in the report to Cabinet dated 23 February 2015, it was not considered to be in the council’s interest to place 100% of all pensions’ risks on the provider as the provider has no real control over such risks. Where the provider has to bear full pensions risks, its bid will generally be more expensive. In the circumstances, officers sought bids on the basis that a pensions’ risk share agreement will be offered, with the standard form of pensions risk share agreement, agreed by the General Purposes Committee, issued with the Invitation to Tender.

8.0 Public Services (Social Value) Act 2012

- 8.1 It should be noted that the nature of the services being procured naturally align themselves to the requirements of the Public Services (Social Value) Act 2012 as they are aimed at supporting and improving the lives of some of the most vulnerable and deprived sections of the local community. Officers sought to boost the local economy through the organization of stakeholder events to promote opportunities for potential suppliers from the local community to start

a dialogue which may lead to them acting as sub-contractors for the delivery of certain services in centres. Evaluation of bids also included looking at bidders proposals to work with the local voluntary sector.

9.0 Property Implications

- 9.1 Appendix 6 sets out the proposed lease and licence framework for each of the centres. The Centres will have a variety of legal arrangements reflecting the particular circumstances of each of the properties. The preference is to pass the full repairing and maintenance responsibilities to the new provider and where the centre is stand alone this is possible. However where the site is shared then in a number of cases the Council as landlord will need to maintain responsibility for the fabric and any shared services. Costs will be recovered through a service charge. The provider will be obliged to maintain the buildings in the condition that they are presently in. Rents will be a nominal £1pa reflecting the service nature of the contract and that many of the centres have been constructed with funding from the Department for Education Children's Centres Capital Budget and the Council is unable to charge a rent without invoking grant clawback clauses.
- 9.2 The facilities management contracts between the Council and Europa/ Billfinger will be varied from 1 September 2015 to remove relevant children's centres from the main contract and in consequence a penalty payment will be incurred. The penalty payment has been estimated at £30,000 and will be funded from the Early Years budget within Children & Young People.
- 9.3 All leases will be for a five year period with a landlords break clause at year 4 which would be exercisable if the contract was not extended to 5 years. The leases will not confer any security of tenure on the provider at the end of the lease.
- 9.4 The selected provider is familiar with managing and maintaining properties.

10.0 Background Papers

- 10.1 Cabinet Reports dated 10 November 2014 and 23 February 2015.

Contact Officers

Sue Gates
Head of Early Years and Family Support
Tel: 020 8937 2710
Email: sue.gates@brent.gov.uk

Zivio Mascarenhas MCIPS

Senior Category Manager (Interim)
Tel: 020 8937 1114
Email: Zivio.mascarenhas@brent.gov.uk

GAIL TOLLEY
Strategic Director Children and Young People

APPENDIX 1

Method Statement Request

Method statements

The purpose of the method statements is to help the Authority evaluate your organisation's approach to delivering the requirements of the specification. Your responses will be incorporated into the contract. You are advised to describe in detail how your organisation will meet the requirements of the specification and to highlight innovative methods you have used on other contracts that you plan to use to deliver these services.

Statement 1: Meeting the needs of the service (EC1 - 20%) max 2000 words

Please describe how you aim to meet the requirements and outcomes as stated in the service specification. You should detail how you will address the requirements of aspects of the Council's Borough Plan that are relevant to Children's Centres. You should also show that your model of service delivery is sustainable, adding a breakdown as to how funding will be used during the term of the contract (see Document (j)).

Statement 2: Diversity (EC1 - 3%) max 800 words

Please describe how you will ensure that the services you provide meet the diverse needs of children, their parents and multiagency practitioners, including foster carers, social workers and health and education colleagues using the service.

Statement 3: Staff Training and Development (EC1 - 10%) max 1200 words

- a) Please attach a copy of your proposed staffing structure for the operation of the centres. Clearly indicate which staff are permanent, temporary and voluntary. Also include the CVs of key management staff. If you envisage the staff structure changing in any significant way during the term of the contract, please provide full details.
- b) If you plan to use volunteers to help deliver the service, please describe how many you plan to use and in what capacity. How will voluntary staff be managed, trained and developed?
- c) Describe how you will ensure the retention of qualified staff and provide examples and evidence of how your strategies have succeeded in retaining such staff.
- d) Describe your proposed approach to the training of staff to include details of your approach to staff achieving formal qualifications and continuous professional development.
- e) How will you ensure that there are adequate suitably trained and experienced numbers of staff deployed to deliver the requirements of this contract at all times?
- g) How you manage/ monitor the performance of staff delivering the contract.

Statement 4: Contract mobilisation (EC1 - 3%) max 800 words (plus project plan)

Please describe your approach to contract mobilisation assuming a short lead-in period of 2 months before the contract commencement date. Provide a project or appropriate plan with key milestones and time lines.

Statement 5: Quality (EC2 - 15%) max 1000 words

Please describe your approach to ensuring that the service continually meets the needs of service users and other customers including the Council and deals with user feedback both positive and negative.

Statement 6: Targets and Performance management (EC2 - 10%) max 1200 words

Please describe how you will ensure the services you deliver meet the requirements for performance targets, measures and outcomes set out in the specification. Describe any methods/tools that will be used with examples of when you have achieved similar targets.

Statement 7: Stakeholder Engagement/Partnership working (EC3 - 5%) max 800 words

Describe how you will engage with parents and staff in the development of the service

Please also describe how you will work at all times in partnership with stakeholders to meet the requirements of the specification in particular

- children
- Children's parents/carers
- Commissioners
- Multiagency practitioners including foster carers, health, education and council staff

Statement 8: Partnership Working (EC3 -5%) max 1200 words

- a) How will your organisation encourage parents and community members to come forward to serve on the partnership board and Steering Group?
- b) How will your organisation monitor and support the effectiveness of the partnership board and Steering group?
- c) How will your organisation maintain and develop positive relationships with other forums such as parents' forums which represent users and the local community?

Statement 9: Marketing and Communication (EC3 - 2%) max 400 words

Please describe in detail how you will market and communicate the services to key stakeholders including:

- children

- Children’s parents/carers
- Commissioners
- Multiagency practitioners including foster carers, health, education and council staff

Statement 10: Health and safety (EC4 - 2%) max 800 words

Please provide details of how your health and safety policies will be applied to the delivery of Children’s Centre services.

Statement 11: Safeguarding (EC5 - 5%) max 800 words

Please complete Appendix 1

Briefly describe how your policies for safeguarding children will be applied to this contract.

Statement 12: Property management (EC6 -10%) Max 1200 words

Please describe your experience of managing properties and how this experience would be applied to the management of the Children Centre property portfolio.

Statement 13: Income Generation (EC1- 5%) Max 2000 words

The Council has recognised the need to diversify its sources of income and create a long term, sustainable income generation programme. Please can you provide:

- A high level overarching income generation strategy which summarises your organisation’s potential responses in the following areas:
 - Income generation through trading and sale of services.
 - Potential changes/improvements to your organisation’s operations and/or business model which would secure efficiencies and/or more stable income streams, for example better utilisation of the buildings.
 - Fundraising – Securing new or improved fundraising performance
 - From all sectors (corporate, trusts and public sector funding bodies).
 - Other Potential grants available to your organisation.
 - Potential sponsorships.
 - Other sources
- Within the context of the broad overview described above, please produce a high level implementation plan setting out steps and timelines to achieve the proposed objectives.

Statement 14: Working with the local Voluntary and SME sectors (EC3 - 5%) Max 1200 words

Please describe your approach to working with the local voluntary and SME sector in Brent, to ensure reach to new and emerging communities and to ensure a cohesive and joined up service.

APPENDIX 2

Tender Evaluation Methodology

Evaluation of Tenders

Evaluation of tenders will consist of the evaluation of:

- 1 Qualification Questionnaires – evaluated in accordance with a separate Qualification Questionnaire Evaluation Methodology; and
- 2 Bids - evaluated in accordance with the methodology set out below

Evaluation of Bids

Bids will be evaluated in accordance with the methodology set out below.

Overall evaluation criteria for bids

Tenders will be evaluated to identify the economically most advantageous tender having regard to:

Price - the Authority has provided Tenderers with a Pricing Schedule which sets out the Contract Price payable for each year of the Contract Period.

Quality - Quality criteria will comprise 100 per cent of the evaluation weighting for bids. Evaluation will be conducted on the basis of analysis of bidders' method statements requested in response to the ITT.

Evaluation of Price

Tenderers are required to confirm that their bid will be delivered for the sums detailed in the Pricing Schedule and demonstrate this by completing a proposed price breakdown for each year of the Contract Period.

Evaluation of Quality

The overall weighting for Quality is 100 per cent.

The criteria and their relative weightings used to evaluate Quality criteria are detailed in the table below.

Tenderers are required to complete Method Statements detailed in Document (i). The Method Statements and their relative weightings are detailed in the table below.

Criteria Number	Criteria	Weighting	Method Statement	Method Statement Weighting
EC1	Proposed business model	41%	MS 1	20%
			MS 2	3%
			MS 3	10%

			MS 4	3%
			MS 13	5%
EC2	Tenderer's proposed plans for ensuring effective quality management of the Services and plan to achieve and maintain performance to Contract standards, requirements and targets including self-monitoring and evaluation	25%	MS 5	15%
			MS 6	10%
EC3	Tenderer's proposed approach for working in partnership with all stakeholders including the children, young people and their parents, Council, and any other relevant agencies/ organisations	17%	MS 7	5%
			MS 8	5%
			MS 9	2%
			MS 14	5%
EC4	Appreciation of Health and Safety and how it will be applied to the Contract.	2%	MS 10	2%
EC5	Tenderer's proposals for adhering to Child Protection requirements	5%	MS 11	5%
EC 6	Application of previous experience to the delivery of the Contract.	10%	MS 12	10%

Scoring system for evaluation of Bids

The system for scoring Method Statements will be as follows:

Score	Acceptability	Tenderer Response Demonstrates
0	Unacceptable	Information is either omitted or fundamentally unacceptable and/or there is insufficient evidence to support the proposal to allow the Authority to properly evaluate
1	Major Reservations	The information submitted has insufficient evidence that the specified requirements can be met and/or there are significant omissions, serious and/or raises many concerns
2	Some Reservations	The information submitted has some minor omissions against the specified requirements. The solution achieves basic minimum standard in some respects but is unsatisfactory in others and raises some concerns

3	Satisfactory	The information submitted meets the Authority's requirements and is acceptable in most respects, and there are no major concerns
4	Good	The information submitted provides good evidence that the specified requirements can be met. It is a full and robust response, and any concerns are addressed so that the proposal gives confidence
5	Outstanding	The information submitted provides strong evidence that the specified requirements will be exceeded, and provides full confidence with no concerns

For each method statement Tenderers must score a minimum of 2 in order for their bid to be considered further.

Tenderers should note that word limits for method statements will be strictly applied and words beyond the specified limit will not be taken account of in the evaluation scoring.

Should a Tenderer fail to achieve a score of 55% for its bid, this will preclude further consideration of the tender.

Evaluation panel

Tenderers responses will be evaluated by a team of Council officers, stakeholders and advisers drawn together by the Council with expertise in the delivery of these services.

APPENDIX 4

CHILDRENS CENTRE'S SERVICES CONTRACT

TENDER EVALUATION GRID

(Pricing is a fixed budget by the Council, therefore no evaluation was required.)

Quality scores - Summary :

Contractor referred to as:	Final Quality Scores:
Contractor A	56.20%
Contractor B	76.00%
Contractor C	66.20%
Contractor D	62.60%

Quality scores - Detail

Contractor A

Evaluators	Quality Criteria	Head Weighting	Method Statements	Sub-Criteria	Weighting	Moderated Score	Weighted Score
EC1	Proposed business model	41%	MS 1	Meeting needs of Service	20%	3	12.00
			MS 2	Diversity	3%	3	1.80
			MS 3	Staff Trg & Dev	10%	3	6.00
			MS 4	Mobilisation	3%	3	1.80
			MS13	Income Generation	5%	3	3.00
EC2	Tenderer's proposed plans for	25%	MS5	Quality	15%	2	6.00

	ensuring effective quality management of the Services and plan to achieve and maintain performance to Contract standards, requirements and targets including self-monitoring and evaluation		MS6	Performance Mgmt	10%	2	4.00
EC3	Tenderer's proposed approach for working in partnership with all stakeholders including the children, young people and their parents, Council, and any other relevant agencies/ organisations	17%	MS 7	Stakeholder Engagement	5%	3	3.00
			MS 8	Partnership Working	5%	3	3.00
			MS 9	Mktg & Comms	2%	3	1.20
			MS 14	Working with SME/Vol	5%	3	3.00
EC4	Appreciation of Health and Safety and how it will be applied to the Contract.	2%	MS 10	H&S	2%	1	0.40
EC5	Tenderer's proposals for adhering to Child Protection requirements	5%	MS 11	Safeguarding	5%	5	5.00
EC6	Application of previous experience to the delivery of the Contract.	10%	MS 12	Property Mgmt	10%	3	6.00
TOTAL		100%			100%		56.2

Contractor B

Evaluators	Quality Criteria	Head Weighting	Method Statements	Sub-Criteria	Weighting	Score Moderated	Weighted Score
EC1	Proposed business model	41%	MS 1	Meeting needs of Service	20%	4	16.00
			MS 2	Diversity	3%	4	2.40
			MS 3	Staff Trg & Dev	10%	4	8.00
			MS 4	Mobilisation	3%	4	2.40
			MS13	Income Generation	5%	4	4.00
EC2	Tenderer's proposed plans for ensuring effective quality management of the Services and plan to achieve and maintain performance to Contract standards, requirements and targets including self-monitoring and evaluation	25%	MS5	Quality	15%	4	12.00
			MS6	Performance Mgmt	10%	3	6.00
EC3	Tenderer's proposed approach for working in partnership with all stakeholders including the children, young people and their parents, Council, and any other relevant agencies/ organisations	17%	MS 7	Stakeholder Engagement	5%	3	3.00
			MS 8	Partnership Working	5%	3	3.00
			MS 9	Mktg & Comms	2%	4	1.60
			MS 14	Working with SME/Vol	5%	3	3.00

EC4	Appreciation of Health and Safety and how it will be applied to the Contract.	2%	MS 10	H&S	2%	4	1.60
EC5	Tenderer's proposals for adhering to Child Protection requirements	5%	MS 11	Safeguarding	5%	5	5.00
EC6	Application of previous experience to the delivery of the Contract.	10%	MS 12	Property Mgmt	10%	4	8.00
TOTAL		100%			100%		76

Contractor C

Evaluators	Quality Criteria	Head Weighting	Method Statements	Sub-Criteria	Weighting	Moderated Score	Weighted Score
EC1	Proposed business model	41%	MS 1	Meeting needs of Service	20%	3	12.00
			MS 2	Diversity	3%	4	2.40
			MS 3	Staff Trg & Dev	10%	3	6.00
			MS 4	Mobilisation	3%	3	1.80
			MS13	Income Generation	5%	4	4.00
EC2	Tenderer's proposed plans for ensuring effective quality management of the Services and plan to achieve and maintain performance to Contract standards, requirements and targets including self-monitoring	25%	MS5	Quality	15%	3	9.00
			MS6	Performance Mgmt	10%	4	8.00

	and evaluation						
EC3	Tenderer's proposed approach for working in partnership with all stakeholders including the children, young people and their parents, Council, and any other relevant agencies/ organisations	17%	MS 7	Stakeholder Engagement	5%	3	3.00
			MS 8	Partnership Working	5%	3	3.00
			MS 9	Mktg & Comms	2%	3	1.20
			MS 14	Working with SME/Vol	5%	3	3.00
EC4	Appreciation of Health and Safety and how it will be applied to the Contract.	2%	MS 10	H&S	2%	2	0.80
EC5	Tenderer's proposals for adhering to Child Protection requirements	5%	MS 11	Safeguarding	5%	4	4.00
EC6	Application of previous experience to the delivery of the Contract.	10%	MS 12	Property Mgmt	10%	4	8.00
TOTAL		100%			100%		66.20

Contractor D

Evaluators	Quality Criteria		Sub-Criteria	Weighting	Score Moderated	Weighted Score	
EC1	Proposed business model	41%	MS 1	Meeting needs of Service	20%	3	12.00
			MS 2	Diversity	3%	4	2.40
			MS 3	Staff Trg & Dev	10%	3	6.00
			MS 4	Mobilisation	3%	3	1.80

			MS13	Income Generation	5%	3	3.00
EC2	Tenderer's proposed plans for ensuring effective quality management of the Services and plan to achieve and maintain performance to Contract standards, requirements and targets including self-monitoring and evaluation	25%	MS5	Quality	15%	3	9.00
			MS6	Performance Mgmt	10%		
						3	6.00
EC3	Tenderer's proposed approach for working in partnership with all stakeholders including the children, young people and their parents, Council, and any other relevant agencies/ organisations	17%	MS 7	Stakeholder Engagement	5%	3	3.00
			MS 8	Partnership Working	5%	3	3.00
			MS 9	Mktg & Comms	2%	4	1.60
			MS 14	Working with SME/Vol	5%		
						3	3.00
EC4	Appreciation of Health and Safety and how it will be applied to the Contract.	2%	MS 10	H&S	2%		
						2	0.80
EC5	Tenderer's proposals for adhering to Child Protection requirements	5%	MS 11	Safeguarding	5%		
						5	5.00
EC6	Application of previous experience to the delivery of the Contract.	10%	MS 12	Property Mgmt	10%		
						3	6.00
TOTAL		100%			100%		62.60

APPENDIX 5

EQUALITIES IMPACT ASSESSMENT

Children's Centre Community Consultation

Department
Children and Young People
Created
10th January, 2015
Status
Complete

Person Responsible
Harjinder Sangha
Last Review
1st June, 2015
Next Review
n/a

We are reviewing this proposal at this stage as cabinet previously approved for the children's centres to go out to tender. We now have a chosen provider which needs to be approved by cabinet. This EIA will contribute to the next decision making process.

Screening Data

1. What are the objectives and expected outcomes of your proposal? Why is it needed? Make sure you highlight any proposed changes.

Against a background of substantial cuts by central government, Brent Council wants to maintain and strengthen

Children's Centre services through engagement of a partner in the management and delivery of Children's Centres. By re-commissioning, Brent Council aims to:

- Secure our Children's Centres long term sustainability;
- Improve outcomes for children aged 0-4 years and their families; and
- Narrow the gap for vulnerable and disadvantaged children and families at risk of poor outcomes.

The Cabinet approved a proposal to tender the management and day to day governance of the Children's Centres to an experienced provider with that provider taking on the running of the buildings, the employment and management of staff and the responsibility for service delivery to meet the core offer requirements. See Attached.

Under this model the selected provider will resource and develop the required universal services and the Local

Authority will fund the targeted Early Intervention services for the most vulnerable families. Under this model the strategic role for the Early Years Service will be to secure good quality children's centres, challenge practice and performance management, supporting good Ofsted outcomes and focusing resources on the targeted households and other families with additional needs.

Essentially this model attempts to deliver a similar level of service to the current model (or potentially better) for a reduced level of resourcing from the local authority. It looks to future sustainability, since external service providers will have the ability to leverage in additional funds from their own contacts for example the National Lottery, European funding, etc. which the current service, as a council service, cannot access.

The partnership delivery model proposed is one that has been put in place in other local authorities and there are

several strong providers present in the market. The contract will specify outcomes from the centres and the Council would fund the targeted work, while the contractor would be expected to provide universal services using volunteers and by raising funding from other sources. The provider will have the use of

Contract Procurement and Management Guidelines

Precedent 1(b)

Cabinet Authority to Award Report

June 2015

Page 23

the buildings such that they could diversify community use if it contributed to the essential aims of the Children's Centres and the core services were successfully delivered. This has the potential for wider community benefits.

There are no changes in relation to the objectives and expected outcomes. The need for this proposal to tender remains unchanged. The Council's aims continue to be to:

- Secure our Children's Centres long term sustainability;
- Improve outcomes for children aged 0-4 years and their families; and
- Narrow the gap for vulnerable and disadvantaged children and families at risk of poor outcomes

This proposed model of service delivery remains the same with the provider attempting to deliver a similar level of service or better. There will be a reduced level of resourcing from the local authority, with the provider looking into future sustainability as above.

2. Who is affected by the proposal? Consider residents, staff and external stakeholders.

The proposed changes will result in TUPE transfer of staff to the successful contractor, as has occurred in other local authorities that have undertaken similar commissioning. This is the subject of a separate EIA.

This EIA relates to the children and families that access services through Brent's network of Children's Centres.

Broadly speaking, this model is preferred given its essentially neutral in relation to impact on protected groups

(although if the Council were otherwise compelled to reduce substantially reduce the number of Children's Centres through continuing within in-house provision this would materially impact protected groups).

The proposed changes and who it will affect remain the same. The separate staff EIA has also been updated to reflect this. This model continues to remain neutral in relation to impact on protected groups.

3.1 Could the proposal impact on people in different ways because of their equality characteristics?

Yes

If you answered 'Yes' please indicate which equality characteristic(s) are impacted

Age

Disability

Pregnancy and maternity

Race

Religion or belief

Sex

This continues to remain the same and unchanged.

3.2 Could the proposal have a disproportionate impact on some equality groups?

Yes

If you answered 'Yes' please indicate which equality characteristic(s) are impacted

Age

Disability

Pregnancy and maternity

Race

Religion or belief

Sex

This continues to remain the same and unchanged.

3.3 Would the proposal change or remove services used by vulnerable groups of people?

No

The new service provider would be required, at a minimum, to continue to deliver all services currently in place. The Council will however require the new provider to seek opportunities to increase and improve service delivery.

This continues to remain the same and unchanged.

3.4 Does the proposal relate to an area with known inequalities?

No

This continues to remain the same and unchanged.

3.5 Is the proposal likely to be sensitive or important for some people because of their equality characteristics?

Yes

If you answered 'Yes' please indicate which equality characteristic(s) are impacted

Age

Disability

Pregnancy and maternity

Race

Religion or belief

Sex

This continues to remain the same and unchanged.

3.6 Does the proposal relate to one of Brent's equality objectives?

Yes

The proposal relates to Brent equality objective (5) to ensure that sound equality practices underpin our Procurement and commissioning processes. It is fundamental that any successful provider that delivers services on behalf of Brent Council can demonstrate that they can successfully meet all commitments vis-a-vis Equality Act (2010). For example, the service specification makes specific reference

This objective is about making sure that when we choose somebody, such as a building company, to provide services on our behalf, fairness and equality are at the centre of the process. The specification, for example, details that the provider will be expected to maintain consistency of key management policies and procedures across all Children's Centres. These will be agreed with Brent Council and are expected to include:

- Confidentiality and data protection
- Complaints
- Equality and diversity
- Health and safety
- Information sharing
- Marketing and promotion
- Safeguarding
- Staff training and development

This continues to remain the same and unchanged. The proposal continues to relate to objective (5) ensuring sound equality unpins the commissioning and procurement process.

Recommend this EA for Full Analysis?

Yes

Comments

There has been wide-ranging consultation with service users, potential service users and our partners and providers of services . This includes an online survey, consultation drop-in with

service users and potential service users and a drop-in box at all children's centres. Consultation booklets were widely circulated that set out the purpose and context for the consultation.

In addition, a partner/provider booklet was sent to all partners, an online questionnaire was available and a provider/ partner consultation meeting was held. There were also targeted consultation activities with all Headteachers and strategic partners through the Children's Centre Locality Advisory Boards and Brent Children's Centre Strategic Partners Group.

Rate this EA

N/A

Impact Assessment Data

5. What effects could your policy have on different equality groups and on cohesion and good relations?

5.1 Age (select all that apply)

Positive

Children's centres prioritise outcomes for families with children aged 0-4 years.

The Department for Education (DfE) developed the "Core Purpose" of Sure Start Children's Centres in 2011/12 and the vision and principles underpin the statutory guidance and inform the expectations within the inspection framework. The revised Ofsted framework for the inspection of children's centres, issued in March 2013, describes centres as a "one stop shop" for children under five and their families to help them secure good outcomes in the following areas:

- Readiness of children for school.
- Improved parenting.
- Opportunities for adults to participate in activities that improve their personal skills, education and employability.
- Development of healthy lifestyles.
- Parents' understanding of their responsibilities for their children's safety and well-being.

The service specification relevant to the management and delivery of Brent Children's Centres reiterates this core

priority to secure positive outcomes for families with children aged 0-4 years. Specifically, the service specification commits the service provider to continue the 'good' practice (as measured by Ofsted) of registering and engaging at least 65% of children aged 0-4 years in early childhood services and activities.

As the attached document shows Brent Children's Centres working with partner agencies is engaging children well in excess of the 65% target for 'good'. This is true in all Brent children's centre localities and is crucial to whether Brent is rated good or otherwise. Given this, the Council has included the requirement that this positive focus on 'age' remains and so any anticipated service provider must deliver at least this level of engagement with families with children aged 0-4 years. To make this work effectively, we leverage existing partnerships e.g. Children's Social Care, Brent Family Solutions, Health Visiting to ensure that we can properly identify which families to focus efforts so that we can continue to have this positive impact related to age. This includes detailed data sharing, continued strategic oversight of Children's Centres through the Brent CC Strategic Partners Group and continued provision of detailed reports to any new service provider.

The service provider will need to understand their duty to cater for the needs of younger children, to prepare them for school readiness to enable children to meet Key Stage 1 and 2 requirements and to enhance their quality of opportunity later in life.

Contact Rate of TARGET CHILDREN at Brent Children's Centres

Locality/Children's Centre Catchment	01 Apr 2012 – 31 Mar 2013			01 Oct 2012 - 30 Sept 2013			01 Apr 2013 – 31 Mar 2014			Target 2013/14
	Children's Centre and Partner Agency Contact	Target Population	Percentage	Children's Centre and Partner Agency Contact	Target Population	Percentage	Children's Centre and Partner Agency Contact	Target Population	Percentage	
Harlesden	1202	1816	66%	1223	1640	75%	1170	1590	74%	65%
Curzon Crescent Children's Centre*	363	511	71%	354	448	79%	355	456	78%	
Fawood and Challenge House Children's Centres	495	763	65%	535	732	73%	496	702	71%	
Harmony Children's Centre	201	337	60%	211	298	71%	194	275	71%	
St Raphael's Children's Centre	143	205	70%	123	162	76%	125	157	80%	
Kilburn	666	1040	64%	719	1029	70%	689	988	70%	65%
Granville Plus Children's Centre	213	347	61%	253	354	71%	257	353	73%	
Three Trees and Hope Children's Centres	453	693	65%	466	675	69%	432	635	68%	
Kingsbury	514	763	67%	530	745	71%	508	708	72%	65%
Church Lane and Mount Stewart Children's Centres	352	519	68%	371	519	71%	350	490	71%	
The Willow Children's Centre	162	244	66%	159	226	70%	158	218	72%	
Wembley	917	1336	69%	982	1343	73%	1014	1321	77%	65%
Alperton Children's Centre	175	252	69%	181	250	72%	193	240	80%	
Welcome Children's Centre	424	596	71%	431	592	73%	463	582	80%	
Wembley Primary and Preston Park Children's Centres	318	488	65%	370	501	74%	358	499	72%	
Willesden	818	1360	60%	884	1326	67%	848	1250	68%	65%
Curzon Crescent Children's Centre*	116	191	61%	119	172	69%	117	165	71%	

Treetops and Wykeham Children's Centres	702	1169	60%	765	1154	66%	731	1085	67%	
Brent Total	4117	6315	65%	4338	6083	71%	4229	5857	72%	65%
Out of Borough/Address not disclosed	300	378	79%	376	468	80%	356	446	80%	-
Grand Total	4417	6693	66%	4714	6551	72%	4585	6303	73%	-

- NB *Curzon Crescent is split across 2 localities, Harlesden and Willesden
- Partner agency contact includes Health Visiting Team, Social Care, Early Help and Family Solutions

The effects of this proposal on age remain unchanged. The service provider will need to understand their duty to cater for the needs of younger children. The provider will need to ensure delivery of services under the Core Purpose and also ensure these are at 'good' (as measured by Ofsted) under the above indicators.

5.2 Disability (select all that apply) Positive

Specific provision is made for parents and children with disabilities and additional needs through Brent Children's Centres. It is acknowledged that this is an area of strength for Brent Children's Centres. For example, Ofsted inspectors reported in the Wembley team 1 inspection that 'there are a number of children in the area with disabilities and special educational needs. Many of these have benefitted from the Special Needs Groups run at the centre. This provision is enhanced as parents have access to a fully trained special needs coordinator for support and advice.'

Core to delivery of positive outcomes for parents and children with disabilities and additional needs is ensuring these families are included in the local definition (set by the Brent Children's Centre Strategic Partners Group) of 'target group' households. These households and children are known and their registration/ engagement with Children's Centres monitored. For example, as at March 2014:

Children with Additional Needs

Date	Age Group / Gender	Under 1	Age 1	Age 2	Age 3	Age 4	Grand Total
March 2014	Female	0	12	22	31	50	115
	Male	5	15	58	119	111	308
	Total	5	27	80	150	161	423

Date	Age Group / Gender	Under 1	Age 1	Age 2	Age 3	Age 4	Grand Total
September 2014	Female	4	4	23	37	35	103
	Male	4	12	41	96	146	299
	Total	8	16	64	133	181	402

Data Source: Brent Local Authority, Special Educational Needs Assessment Service (SENAS)

NB Based on statutory notifications, received from community paediatricians, on a pre-school children who are likely to have additional needs at school.

As a result, Children's Centres have data to enable them to specifically target and engage families with disabilities/additional needs. This tends to result in bespoke support for families with disabilities, including access to specific provision such as 'special needs groups' for families with children aged 0-4 years with disabilities operate across the borough, targeted speech and language therapy assistance, priority access to universal services such as 'stay and play' sessions, additional support to access

childcare and access to a commissioned Citizens Advice Bureau service that assists with financial literacy, debt management and housing.

To ensure good quality personalised support for individual children and their families, a borough wide lead for children with additional needs (Willow Nursery head teacher) is responsible for the coordination of support for children with additional needs, as well as acting as an expert source of advice, guidance and consultancy for individual families with children with additional needs and multiagency practitioners working with Children's Centres. To enhance this provision, each locality also has at least one trained and designated 'special needs' early years worker.

Where needs arising from disability are more complex, the Brent Family Solution team will lead work to develop a plan alongside the family for addressing the holistic needs of the family, working in partnership with individual Children's Centres.

Brent Council remains committed to sustaining this good practice in the proposals for a new model of management and delivery of Children's Centres. The service specification makes clear these commitments. See, for example, requirements 3.9, 3.16-3.18, 3.24-3.25.

3.9 The Service Provider will ensure that all Children's Centre services are accessible to children with Special Educational Needs (SEN) and disabilities.

3.16 The Service Provider will work closely with the Willow Nursery (or other) lead responsible for borough wide coordination of early years support for children with additional needs/ disabilities. The Service Provider will contribute to the identification of children with special needs to plan and deliver packages of support for children and families and fully participate in the Early Support Programme, which supports parents and carers of disabled children aged five and under.

3.17 The Service Provider will ensure that at least one early years worker within each locality is appropriately trained and designated to act as a focal point for early years support for children with additional needs/ disabilities. These early years workers will have access to ongoing advice and guidance from the Willow Nursery (or other) lead responsible for borough wide coordination of early years support for children with additional needs/ disabilities.

3.18 Where specialist and targeted services for children with additional needs and disabilities are offered at individual Children's Centres, the Service Provider will continue to deliver these services at that Centre and/or at other outreach venues, as required.

3.24 A key priority for Brent Council is the provision of early help support that provides intensive support to families that are at greater risk of escalating problems. The Brent Family Solutions Team coordinates provision for this cohort of families and the Service Provider must ensure that all staff, most particularly family support workers, community involvement workers and early years workers, play an active role as part of the team around the family model of working, as required with families accessing support through this team.

3.25 The Service Provider will comply with all relevant policies, processes and procedures in relation to children and families engaged with statutory social care provision. This includes working closely with Brent Social Care teams to support families where there is or has been a Child in Need Plan, Child Protection Plan, Looked After Child Plan, Fostering and Adoption Plan etc. using the guidelines within the protocols to identify and share information and to inform planning and service delivery. The Service Provider will also work with local social care professionals to review arrangements in identifying families in need and providing support.

The effects of this proposal on disability remain unchanged. The provider will ensure that Children's Centres use data to enable them to specifically target and engage families with disabilities/additional needs and ensure good quality personalised support for individual children and their families as above.

5.3 Gender identity and expression (select all that apply)

Neutral

This continues to remain the same and unchanged.

5.4 Marriage and civil partnership (select all that apply)

Neutral

This continues to remain the same and unchanged.

5.5 Pregnancy and maternity (select all that apply)

Positive

Children's Centres specifically provide support to, and engage with parents from the ante-natal period through to the child commencing at school. In Brent, community midwives deliver ante-natal support from Children's Centre settings and for young mums, a Family Nurse Partnership that begins ongoing 1:1 support for young mums with a dedicated midwife and health visitor from the ante-natal period through to the child's third birthday is now in place. The Council working with partners in delivery of maternity services and the Healthy Child programme remains committed to these practices.

To promote positive pregnancy/maternity, all Children's Centres have achieved accreditation as a Healthy Early Years setting which includes ensuring that provision promotes and supports breastfeeding, early childhood immunization, smoking cessation, physical activity and healthy food/drinks for all parents, with a particular focus on parents to be.

Brent outcomes in relation to breastfeeding initiation, conception rates for young mums and smoking during pregnancy are especially good relative to the rest of England (see attached). A key area of focus is improving physical activity and diet so as to impact the poorer outcomes in relation to obesity both for children and for parents. The positive approach taken by Brent Children's Centre in this respect is recognised. For example, the most recent Ofsted inspection of Wembley team 2 identified 'Health outcomes are generally good with an exceptionally high percentage of mothers breastfeeding at six-to-eight weeks (77%), far greater than the national figure. Immunisation rates are also good and there are very low rates of smoking in pregnancy. Childhood obesity is higher than the national figure which the group is trying to counteract with healthy cooking sessions and encouraging healthy eating in the centres. Dental-health specialists attend sessions in response to high levels of childhood cavities'.

Brent Council remains committed to sustaining this good practice in the proposals for a new model of management and delivery of Children's Centres. The service specification makes clear these commitments. See for example 3.29-3.30.

3.29 The Service Provider will support community health services to ensure all parents with babies and very young children have access to the Healthy Child Programme and that all pregnant women and their families have access to antenatal advice and support.

3.30 The Service Provider will provide access to information, guidance and signposting about:

- Breastfeeding, nutrition, hygiene and safety.
- Immunisations
- Smoking cessation
- Healthy lifestyles e.g. healthy eating and physical activity
- Good physical and mental health for children and families, including healthy relationships and information and
- guidance to support families affected by domestic violence and substance misuse
- Dental hygiene, including how to register with dentists
- Other public health programmes that operate within the borough

Supporting documentation can be found here :
[HealthProfile2014Brent00AE.pdf](#)

At a minimum the new provide must continue to deliver services already in place, however we will be expecting the service provider to improve service provision for this protected group.

This continues to remain the same and unchanged. As a minimum the new provider will continue to deliver services already in place and enhance where possible services for this protected group.

5.6 Race (select all that apply)

Positive

Children's Centres have a very particular role in enabling access to all families from all ethnic backgrounds. Brent is one of the most ethnically diverse local authorities in the UK- 92.0% of school children are from a minority ethnic group this is the second highest for any local authority in England.

Children's Centres monitor the registration and engagement of families from different ethnic backgrounds and make specific efforts to target families that are not engaging. The analysis below shows that BAME users have the highest levels of service user engagement of the children's centres.

The Service Provider will need to understand the cultural diversity of the community which it will serve and ensure provision of services to meet our client group requirements. At a minimum they must continue to deliver services already in place, however we will be expecting the service provider to improve service provision that will enhance quality of opportunity for our BAME users. For example, applying for grants specifically targeted at provision for BAME users.

To assist the service provider, the local authority will continue to provide detailed breakdowns of ethnic communities, as well as additional data relevant to families to specifically engage because of their higher levels of need on at least a termly basis. This will ensure that there is a continued focus on identifying and engaging these families.

Registration Rate (as @ 17/12/14) - Based on Jan-14 under 5 population (21,708)

Ethnicity Level 2	Children's Population (Jan-14)*	Children Registered (as at 01-Jun-15)	Percentage Registered
Asian - Bangladeshi	176	80	45%
Asian - Chinese	63	61	96%
Asian - Indian	3307	2472	75%
Asian - Other Asian	2595	1144	44%
Asian - Pakistani	1452	604	42%
Black - African	3555	1455	41%
Black - Caribbean	1879	425	23%
Black - Other Black	528	492	93%
Mixed - Other Mixed	685	634	93%
Mixed - White & Asian	254	135	53%
Mixed - White & Black African	225	74	33%
Mixed - White & Black Caribbean	349	104	30%
Other ethnic group	1469	1230	84%
White - British	1306	963	74%
White - Irish	263	129	49%
White - Other White	2981	2189	73%
Not obtained/Refused**	620	4744	766%
Grand Total	21708	16935	78%

* The Jan-14 School Census has been used to provide an indicator of the ethnic make-up within Brent. These percentages have been applied to the Jan-14 under 5 child population provided by NHS Brent, to obtain an approximate number of children within each ethnicity group

In making specific provision to target and engage families from diverse ethnic communities and so ensure that

Children's Centres bring families together from across all ethnic backgrounds:

- (a) our staff teams represent diverse communities
- (b) Children's Centres prioritise recruiting and supporting parent volunteers that speak community languages
- (c) parent volunteers are proactively engaged in supporting the engagement of families that do not speak English and delivering services in community languages (for example, some of our parenting programmes are delivered by trained Somali volunteer facilitators for Somali parents)
- (d) adult education services provide English language courses through or in collaboration with Children's Centres and this is augmented with additional conversational English language sessions through Children's Centres
- (e) ensuring that all of Brent's Parents Voice groups (parents forums that operate as part of the governance of children's centres in all localities) and Locality Advisory Boards (that are the key board governing children's centres in all localities) have parents from different ethnic groups participating
- (f) annual parent impact and satisfaction study also draws out qualitative differences in the experiences of families from different ethnic backgrounds (as well as where there are parents/children with disabilities, young parents and parents that are not in work/households where no adult is in work).

The most recent report identifies that families from Black and minority ethnic communities typically have high levels of satisfaction with Brent Children's Centres and report positive impacts in all key outcome areas both for parents and for children.

Brent Children's Centres' community involvement workers will proactively engage parents that attend our Children's Centres to contribute to overall governance so that the cultural diversity of Brent is represented in service planning. As a result, there are more than 100 parents participating in Parents Voice across the five localities.

It is also the case that we review the satisfaction and impact rates associated with families from different ethnic groups to ensure that we can meaningfully address and engage all families; and so positively undertake work to promote the participation of all groups. We note, for example, in the attached parent satisfaction and impact report, the extent to which ethnic groups report equally positive levels of satisfaction (99%) and high levels of benefit for parents and for children from engagement. We will continue to monitor these differences on an ongoing basis, coupled with our detailed work about who is accessing the Centre and what we can do in a targeted way to ensure that all communities are engaging.

As noted above, this had led to specific provision for specific communities such as Somali parents (working alongside local community organisations) and focused work to engage communities as well. For example, at Wembley team two, Gujarati parent volunteers have been recruited to assist with work to support other Gujarati speaking parents.

Similarly, this analysis points to a need for more engagement with Polish parents who are engaging less with the children's centre. As a result, the Action Plan has a focus on the recruitment of a Polish parent volunteer.

Children's Ethnicity

Registration of ALL Children under 5 at Brent Children's Centres by Ethnicity (Living in Brent)

Ethnicity Level 2	Children's Population (Jan-14)*	Children Registered (as at 01-Jun-15)	Percentage Registered
Asian - Bangladeshi	176	80	45%
Asian - Chinese	63	61	96%
Asian - Indian	3307	2472	75%
Asian - Other Asian	2595	1144	44%

Asian - Pakistani	1452	604	42%
Black - African	3555	1455	41%
Black - Caribbean	1879	425	23%
Black - Other Black	528	492	93%
Mixed - Other Mixed	685	634	93%
Mixed - White & Asian	254	135	53%
Mixed - White & Black African	225	74	33%
Mixed - White & Black Caribbean	349	104	30%
Other ethnic group	1469	1230	84%
White - British	1306	963	74%
White - Irish	263	129	49%
White - Other White	2981	2189	73%
Not obtained/Refused**	620	4744	766%
Grand Total	21708	16935	78%

- **NB** * The Jan-14 School Census has been used to provide an indicator of the ethnic make-up within Brent. These percentages have been applied to the Jan-14 under 5 child population provided by NHS Brent, to obtain an approximate number of children within each ethnicity group
- **There are a high number of unknown ethnicities on eStart
- Previous data table included children that were registered to a Brent Children's Centre, but living out of borough. The above table only includes those living in Brent

Contact Rate of ALL Children under 5 at Brent Children's Centres by Ethnicity (Living in Brent)

Ethnicity Level 2	Children's Population (Jan-14)*	Children seen between 01/04/2014 and 31/03/2015**	Percentage Seen
Asian - Bangladeshi	176	64	36%
Asian - Chinese	63	48	76%
Asian - Indian	3307	1530	46%
Asian - Other Asian	2595	761	29%
Asian - Pakistani	1452	455	31%
Black - African	3555	1110	31%
Black - Caribbean	1879	358	19%
Black - Other Black	528	446	85%
Mixed - Other Mixed	685	515	75%
Mixed - White & Asian	254	98	39%
Mixed - White & Black African	225	57	25%
Mixed - White & Black Caribbean	349	79	23%
Other ethnic group	1469	961	65%
White - British	1306	777	59%
White - Irish	263	93	35%
White - Other White	2981	1511	51%
Not obtained/Refused***	620	3165	511%
Grand Total	21708	12028	55%

- **NB** * The Jan-14 School Census has been used to provide an indicator of the ethnic make-up within Brent. These percentages have been applied to the Jan-14 under 5 child population provided by NHS Brent, to obtain an approximate number of children within each ethnicity group
- ** Based on data extracted from eStart on 01-Jun-15
- ***There are a high number of unknown ethnicities on eStart
- Previous data table included children that were registered to a Brent Children's Centre, but living out of borough. The above table only includes those living in Brent

This continues to remain the same and unchanged. The new Provider will need to understand the cultural diversity of the community and use data to plan and ensure provision of services to meet our client group requirements. At a minimum they must continue to deliver services already in place but also to improve service provision that will enhance quality of opportunity for our BAME users. The data presented has been updated to reflect more up to date registration and engagement rates for BAME users.

5.7 Religion or belief (select all that apply)

Positive

As part of a strong commitment to diversity and inclusion and fostering good community relations, Children's Centres ensure that all major religious festivals and celebrations for Brent residents are integrated into their provision. In addition to displays set up within the Centres, Children's Centres will host celebratory events that all families can participate in (whether affiliated to the particular religion or not).

Staff also take account of the different requirements of families' religious beliefs, for example, in support for healthy eating and physical activity. This is a requirement of Children's Centres' Healthy Early Years Status accreditation (which all Children's Centres have achieved). Similarly, Brent's parenting programmes (all accredited programmes delivered by appropriately qualified practitioners) take account of different belief systems as part of how people parent. This is especially true of the Strengthening Families, Strengthening Communities parenting programme which is delivered at least once each term on a rotating basis throughout all localities.

This is not to say that different beliefs which are inconsistent with positive child development and UK law, for example in relation to the safeguarding and protection of children are viewed acceptable. These are not and all staff and parent volunteers delivering services through Children's Centres must have had safeguarding training and understand Brent's commitment to, and policies and procedures in relation to safeguarding. Parenting programmes, for example, challenge beliefs which are not conducive to positive outcomes for children such as smacking children.

However, this is done in a way that educates parents about the sustained benefits to child development and parent/ child relationships through routine setting and behaviour management not challenging religious beliefs.

In this way, Children's Centres are contributing to the fostering of good relations for families with different religions/ belief systems.

The new Service Provider will need to demonstrate awareness and knowledge of supporting families with diverse religions and beliefs and how they might seek to further improve service provision to support these families.

This continues to remain the same and unchanged. The service provider will have a strong commitment to diversity and inclusion and fostering good community relations.

5.8 Sex (select all that apply)

Positive

A key priority for Brent Children's Centres is engagement of all parents. This is consistent with the 'whole family' model of working that is in place across the Early Years and Family Support Service. Registration and engagement rates of both female and male parents/carers is recorded and monitored.

In the last 18 months, this approach has led to much more concerted focus on engagement of dads/ male carers where traditionally dads/ male carers have been largely disengaged from participation in services with Children's Centres. This includes offering a diverse range of parenting and peer support interventions that are specific to dads/ male carers (see attached) led by a children's centre network manager with responsibility for the 'dad's programme'.

Registration of Fathers at Brent Children's Centres

	Fathers Registered*
--	----------------------------

Living in Brent	11131
Out of Borough	598
Total	11729

NB * Based on data extracted from eStart on 01-Jun-15

Contact Rate of Fathers at Brent Children's Centres

	Fathers Seen between 01/04/2014 and 31/03/2015*
Living in Brent	2915
Out of Borough	135
Total	3050

NB * Based on data extracted from eStart on 01-Jun-15

While universal and targeted services are all taken up by mums/ female carers, there are also specific programmes of support that are relevant to mums with specific requirements too. For example, Brent Children's Centres all offer programmes for mums affected by domestic abuse (this includes bespoke in-refuge support for mums and children affected by domestic abuse) and all Children's Centre localities have qualified staff for identifying and engaging mums affected by domestic abuse. There are also physical activity programmes specifically for mums too. As noted previously, as part of all Children's Centres achieving their Healthy Early Years Status accreditation, all Children's Centres needed to demonstrate positive approaches to educating and supporting mums with breastfeeding and smoking in pregnancy.

Brent Council remains committed to sustaining this good practice in the proposals for a new model of management and delivery of Children's Centres. The service specification makes clear these commitments. See for example 3.22 and 3.23.

3.22 The Service Provider shall ensure that each Children's Centre provides welcoming, inclusive supportive services for all fathers and male carers which respond to their needs. Such services will be delivered in an environment where they are accepted and free to participate without being judged. This will include across the borough at least once weekly activities that cater specifically to the requirements of fathers and male carers. At least one Children's Centre network manager should be a designated 'father's lead' to ensure appropriate senior level coordination of support through Children's Centres for fathers and male carers.

3.23 Working closely with the Brent Family Nurse Partnership health professionals, the Service Provider shall be responsive to local need for support for teenage and young parents by providing specialist, tailored support, including support for teenage and young fathers. Services will be delivered in ways that encourage teenagers to access early advice and support through Children's Centres.

Supporting documentation can be found here :
[Father-figure-activities.pdf](#)

[This continues to remain the same and unchanged.](#)

5.9 Sexual orientation (select all that apply)
 Neutral

[This continues to remain the same and unchanged.](#)

5.10 Other (please specify) (select all that apply)
 Neutral

[This continues to remain the same and unchanged.](#)

6. Please provide a brief summary of any research or engagement initiatives that have been carried out to formulate your proposal.

What did you find out from consultation or data analysis?

Were the participants in any engagement initiatives representative of the people who will be affected by your proposal?

How did your findings and the wider evidence base inform the proposal?

There has been consultation carried out with service users, potential service users and our partners and providers of services. To support this consultation, booklets for parents and for partners were created and distributed that set out the context and purpose of the proposals and consultation activity. From November 2014- January 2015, consultation has included paper and online surveys and drop in the box feedback at all Children's Centres, an online questionnaire for partners, a provider/ partner consultation meeting and individual meetings by the Head of Early Years and Family Support Service with all headteachers which have Children's Centres co-located with the school site.

There have been especially good levels of engagement from ethnically and culturally diverse parents. Key findings for parents are:

1. Parents value the opportunity for learning and development of their children and themselves as part of their family immersion into the Brent community while planning for their long term future.
2. Parents recognise and value the way Children's Centres support their aspirations for future success
3. Parents value the 'low/no cost' of Children's Centre services
4. Parents have a perception that the Council intends to close services
5. Parents do not want the new partner to focus on income over children's outcomes
6. Parents are concerned that costs will be introduced that may exclude them from using the services
7. Some parents are concerned that costs will target economically active families
8. The majority of parents are willing to make a small contribution to attend specific programmes
9. Parents need a clear explanation of the tender process
10. Parents support the Proposal as the opportunity to save Children's Centre Services
11. Parents want the existing staff to remain in their roles
12. Parents want quality to be maintained
13. Parents support the need to generate income
14. Parents accept business and charitable involvement in Children's Centres

Key additional concern raised by partners were that current partnerships and agreements would not be honoured/continued. The Headteachers were broadly in agreement that working with a partner/partners was an acceptable way forward.

Throughout the consultation few other alternatives were suggested except for a small charge for services and hiring out the buildings. These had been explored before and would not create the required savings.

Consultation with managers, staff and unions has also taken place, albeit that this was not strictly required as a

separate function at this stage. Nonetheless, employees working for Brent Children's Centres have been consulted. Their perspectives are integrated into a specific EIA relevant to staff.

Officers have also consulted widely with potential public, private and voluntary sectors through a range of mechanisms including a formal open stakeholder event held at the Civic Centre on 10 December 2014, soft market testing and web based market discussion. The consensus view is that, given the relatively small number of buildings covered by the contract, to deliver the efficiencies and service improvements expected by the Council, this objective would best be met through the letting of a single contract. It should be noted that the small number of other authorities who have externalised the running of their Children's Centres such as Hampshire, Hertfordshire, Essex, Greenwich have significantly more centres than Brent. e.g. Hertfordshire CC have issued a tender recently for the management and operation of over 80 centres.

The attached service specification resonates strongly with the views set out by parents and partners. In seeking to tender a partner to deliver and manage Children's Centres, staff and services, it enables the maintenance of this well valued service with good outcomes and still produce a saving to the Council. It means there is no requirement for large scale reductions in staffing and Children's Centre sites or the introduction of fees that would limit families especially those with greater levels of need from engaging with Children's Centre services (e.g. families with disabled children, families that are new arrivals to UK, families without paid work or in low paid work, young parents etc.), while at the same time ensuring

Contract Procurement and Management Guidelines

Precedent 1(b)

Cabinet Authority to Award Report

June 2015

Page 36

continued good quality and securing of positive outcomes for children and families, particularly those at greater risk of poor outcomes.

The Children's Centres are located in areas of higher rates of deprivation in the borough. The borough profiles indicate that these areas have the highest rates of BAME and younger aged residents. The Council are seeking to continue the provision of services at the same time as delivering saving efficiencies. In order to achieve this, the proposal is to work with a new provider. The new service provider would need to be aware of the ethnic profile of the community it will be serving and have knowledge and understanding of their needs, ensuring they can deliver services to meet the needs of Brent's diverse community.

Supporting documentation can be found here :
brent-council-CC-service-specifications-2-.docx

Brent Early Years and Family Support Services commissioned Cordis Bright to conduct a large-scale evaluation with parents of children aged 0-4 years about their take-up of, use of, and impact from support available through Brent children's centres. This evaluation does not affect the formulation of the proposal however can be used by the service provider to plan service delivery based on what services users are saying. The areas users have fed back on are:

- Health and wellbeing, e.g. emotional health, physical health, diet and exercise, breastfeeding and immunisations.
- Positive parenting, e.g. safety and safeguarding, accidents, behaviour and child development.
- Child and adult learning, e.g. reading, playing, communication, school readiness, work, training and volunteering.
- Family and community resilience, e.g. community engagement, employment, volunteering, housing and benefits.

The participants in the evaluation included those groups representative of the people who will be affected by the proposal. The evaluation provides good indication of where they would like to see improvements in service provision, which can be used to shape service delivery. The provider is required to collate and analyse data on the demographics of the service users to put in place adequate action plans to ensure protected groups are not adversely impacted in any way.

7. Could any of the impacts you have identified be unlawful under the Equality Act 2010? Prohibited acts include direct and indirect discrimination, harassment, victimisation and failure to make a reasonable adjustment.
No

This continues to remain the same and unchanged.

8. What actions will you take to enhance the potential positive impacts that you have identified?

As set out in the main body of the EIA, the service specification for the proposed way forward with management and delivery of Brent Children's Centres articulates commitments for any potential provider to sustain the good practices and positive impacts associated particularly with age, sex, disability and race/ethnicity.

As noted in the previous sections, good quality data sharing enables Brent Council to understand specifically performance of children's centres in relation to key determinants such as age, disability, race and sex. In this context, the Council has already taken steps to ensure that children's centres positively contribute to the equality agenda, most particularly in relation to these protected characteristics.

To sustain this positive outcome and impact, the Council isn't simply seeking to engage a partner to continue this on their own. We recognise this can only happen if the Council continues to leverage existing partnerships e.g. Children's Social Care, Brent Family Solutions, Health Visiting to ensure that we can properly identify which families to focus efforts so that we can continue to have positive impacts related to age, disability etc. This includes detailed data sharing, continued strategic oversight of Children's Centres through the Brent CC Strategic Partners Group and continued provision of detailed reports to any new service provider by the local authority.

The Brent Children's Centre Performance Management Framework requires that any potential provider will continue to prioritise the engagement of service users and potential service users consistent with Brent's equality commitments. To support this, the Early Years and Family Support will continue to provide on at least a termly basis detailed household data to the provider that helps with identifying and engaging families with children aged 0-4 years, as well as provide termly performance data at the Children's Centre level, Children's Centre locality level and borough wide level that demonstrates success or otherwise in engagement with children and families (consistent with relevant protected characteristics). These reports will assist the provider as well as provide the basis for clear outcomes focused contract/ performance management.

In addition, the Brent Children's Centres' Strategic Partners Group will continue as a borough wide partnership chaired by the Head of Early Years and Family Support Services that seeks to further the integration of early childhood services and set and review performance in relation to borough and locality level targets for Children's Centres. This includes in relation to the areas set out in this EIA e.g. at least 80% engagement of all children and 65% of all children that are at greater risk of poor outcomes, families with children with additional needs/disabilities, dads and male carers and families from all ethnic communities.

This continues to remain the same and unchanged. Positive impacts remain a key priority, and this will be sustained through continuation of and enhancement of key partnerships.

9. What actions will you take to remove or reduce the potential negative impacts that you have identified?

Most importantly, the Council isn't seeking to engage a partner to work on their own to identify and engage households without the benefit of the excellent partnership working and data sharing that has been the characteristic of existing provision. The Council will continue to leverage existing partnerships- most particularly Children's Social Care, Brent Family Solutions and Health Visiting- to ensure that the provider is able to identify which families to focus efforts so that we can continue to have, and build on the positive impacts related to age, disability etc. This includes detailed data sharing, continued strategic oversight of Children's Centres through the Brent CC Strategic Partners Group and continued provision of detailed reports to any new service provider by the local authority.

10. Please explain how any remaining negative impacts can be justified?

11. What did this equality analysis conclude?

The proposal was accepted without changes

This proposal to tender the children's centres has now been approved by cabinet. The chosen provider is Barnardo's. Their proposal reflects well Brent Council aims to which are:

- Secure our Children's Centres long term sustainability;
- Improve outcomes for children aged 0-4 years and their families; and
- Narrow the gap for vulnerable and disadvantaged children and families at risk of poor outcomes.

This proposed model of service delivery remains the same with the provider attempting to deliver a similar level of service or better. There will be a reduced level of resourcing from the local authority, with the provider looking into future sustainability as above. All areas of analysis show positives outcomes for the equality groups and the equality characteristics.

The service provider will need to understand their duty to cater for the needs of younger children. The provider will need to ensure delivery of services under the Core Purpose and also ensure these are at 'good' (as measured by Ofsted) under the above indicators.

The provider will ensure that Children's Centres use data to enable them to specifically target and engage families with disabilities/additional needs and ensure good quality personalised support for individual children and their families as above. The new Provider will need to understand the cultural diversity of the community and use data to plan and ensure provision of services to meet our client group requirements. At a minimum they must continue to deliver services already in place but also to improve service provision that will enhance quality of opportunity for our BAME users. The data presented has been updated to reflect more up to date registration and engagement rates for BAME users.

The examples presented by Barnardo's in their proposal gives confidence in their experience and ability to take on this proposed model of delivery. Barnardo's have extensive experience of managing children's centre across the nation. They have scored well in all areas and shown clearly how they consider equality and diversity as part of their service delivery. They use innovative practice and service delivery to ensure and increase engagement with communities that would otherwise not engage. Barnardo's present all positive indicators in relation to this equality analysis.

I confirm that this equality analysis represents a fair and reasonable view of the implications of this proposal on equality and that appropriate actions have been identified to address the findings.

Enter your name
Sue Gates

Enter your designation
Head of EARLY YEARS AND FAMILY SPPORT

Enter your department
Children and Young people

Enter today's date
1st June 2015

Outstanding Actions
No outstanding actions

CHILDREN'S CENTRES

CHANGES TO GOVERNANCE AND MANAGEMENT

EQUALITY IMPACT ASSESSMENT (Staffing)

Updated June 2015

1. Roles and Responsibilities: please refer to stage 1 of the guidance	
Directorate: Children and Young People Service Area: Early Years and Family Support	Person Responsible: Name: Sue Gates Title: Head of Early Years and Family Support Contact No: 020 8937 2710 Signed:
Name of policy: Children's Centres Changes to Governance and Management	Date analysis started: 10 October 2014 Completion date Review date: 1 st June 2015
Is the policy: New <input checked="" type="checkbox"/> Old <input type="checkbox"/>	Auditing Details: Name: Title: Date Contact No: Signed:
Signing Off Manager: responsible for review and monitoring Name: Sara Williams Title: Operational Director Date Contact No: 02089376422 Signed:	Decision Maker: Name individual /group/meeting/ committee: Strategic Children's Senior Leadership Team 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.

The purpose of the proposed change is to achieve budget reductions across the children centre provision at the same time as meeting statutory requirements and the needs of the most vulnerable families in the borough.

The proposed change is to tender the management and day to day governance of the children's centres to an experienced provider with them taking on the running of some of the buildings, the employment and management of staff and the responsibility for service delivery to meet the core purpose requirements.

This change will enable the council to continue to meet its statutory duties in a more cost efficient way as well as;

- Improve access to support for families with complex problems
- Improve process to ensure the right level of support is given to families
- Improve the range and quality of services to families with complex problems
- Make the most efficient and effective use of resources whilst continuing to improve and extend services

6 January 2015:

The process will be subject to on-going assessment and EIAs will be conducted in phases in line with the process. This will help to ensure that the EIA remains up to date and relevant. The purpose of consulting with staff on the proposal is to ensure that staff feel informed from the start of the process and are given the opportunity to put forward ideas and suggestions before any decisions are taken.

1st June 2015:

The process continues to be subject to on-going assessment and is now being updated. This will ensure the EIA remains up to date and relevant. The purpose of the staff consultation continues to be in place to maintain good relationships and also to ensure staff feel informed and part of the decisions.

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

It is not anticipated that the change will have any adverse impact on any protected groups, but this will be closely monitored throughout the implementation process.

6 January 2015:

On reviewing again at this point, we do not have enough information to make an informed decision on the impacts, adverse or positive. A decision has not been taken on the future of children's centres. A report will be presented to Cabinet on the results of the consultation on 24 February 2014.

1st June 2015:

The Executive approved a proposal to tender the management and day to day governance of the Children's Centres to an experienced provider with that provider taking on the running of the buildings, the employment and management of staff and the responsibility for service delivery to meet the core offer requirements. The proposed changes will result in TUPE transfer of staff to the successful contractor, as has occurred in other local authorities that have undertaken similar commissioning. The chosen provider is Barnardo's. They have

proposed methods to ensure they can support Brent to enhance their vision for 'creating opportunities and improving lives' and ensure delivery of key outcomes. They are proposing they are able to meet delivery of core offer. However their proposal will have a negative impact on a small number of the protected group. Barnardo's will reduce management which will allow increased frontline services. The negative impact is on a very small proportion of staff compared to the majority make up of the staff team. The negative impact is therefore minimal if looked at compared to the large scale positive impact of the remainder protected groups. Barnardo's will increase numbers of frontline staff which will allow increased delivery of core offer services therefore the larger scale impact on the whole proposal outweighs the negative impact on a very small group in comparison. Their model is proposed based on experience of managing children's centres across the nation. They have also stated that they will consult with staff, parents, stakeholders and advisory boards before implementing changes and changes will not take place on day one. The adverse impact overall will be positive.

Please give details of the evidence you have used:

There are currently 55 staff (42 FTE) within the children's centres and six BIBS staff (total 61 staff affected) who will be affected as part of this change.

This figure does not include staff at Children's Centres managed through SLA by the Governing Body of Curzon and Fawood Maintained Nursery schools (Fawood, Curzon and Challenge House Children's Centres).

The breakdown of staff as at 8 January 2015 from information recorded, is set out below:

By Age Band	Headcount	Percentage of Total
Under 21	0	0.00%
21-30	6	10.53%
31-40	21	36.84%
41-50	16	28.07%
51-60	11	19.30%
61-70	3	5.26%
71-79	0	0.00%
Total	57	

By Disability	Headcount	Percentage of Total
Disabled	5	8.77%
Not Disabled	45	78.95%
PNTS / Unknown	7	12.28%
Total	57	

By Religion	Headcount	Percentage of Total
-------------	-----------	---------------------

No religion/belief	3	5.26%
Christian	31	54.39%
Hindu	8	14.04%
Muslim	5	8.77%
Other	3	5.26%
PNTS / Unknown	7	12.28%
Total	57	

Married or in a civil partnership	Headcount	Percentage of Total
Yes	19	33.33%
No	25	43.86%
PNTS / Unknown	13	22.81%
Total	57	

By Gender	Headcount	Percentage of Total
Female	53	92.98%
Male	4	7.02%
Total	57	

By ethnic origin	Headcount	Percentage of Total
Asian	15	26.32%
Black	20	35.09%
Mixed Heritage	3	5.26%
White	9	15.79%
Other	0	0.00%
PNTS / Unknown	10	17.54%
Total	57	

By Sexual Orientation	Headcount	Percentage of Total
Lesbian, gay or bisexual	2	3.51%
Heterosexual / straight	45	78.95%
PNTS / Unknown	10	17.54%
Total	57	

Currently on Maternity (December 14)	Headcount	Percentage of Total
No	54	94.74%
Yes	3	5.26%
Total	57	

Gender Reassignment	Headcount	Percentage of Total
No	57	100.00%
PNTS / Unknown	0	0.00%
Yes	0	0.00%
Total	57	

- The majority of those affected are female (92.98%) which is in line with the organisational profile.
- 65% of those affected are BME. This is in line with the organisational profile. This represents a disproportionate effect on this group.
- The majority of staff are aged between 31-60 (85% collectively). There are five members of staff affected between 17-30 and are 3 people between 60-69. There is a disproportionate affect on this age range as the average age in the whole workforce is 44.
- There is a disproportionate effect on disabled staff with 7% of affected staff declaring a disability as the workforce average is 8%.
- The majority (69%) of those affected are heterosexual but almost a third have not responded (27%).
- There are 3 staff currently on maternity leave

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;

By consulting on the proposals with staff, and if the proposal is agreed, the implementation will follow the council’s TUPE process to mitigate against discrimination.

6 January 2015:

The Contract could contain provision that the provider will not change employees’ terms and conditions for a specified period and after this period, only if market conditions change. Where the provider is permitted to change employees terms and conditions, it would need to demonstrate an economic, technical or organisational reason for such change

Should the decision be taken to work with a partner and TUPE staff to a new a provider, checks will be undertaken to ensure their Equal Opportunities policy is fit for purpose, monitored and implemented throughout the organisation. We will also review their data on the staff profile of the organisation; staff subject to disciplinary; staff who have raised a grievance; sickness; 121 and appraisal processes, etc.

1st June 2015:

At this point we know the TUPE of staff will take place to a new provider, Barnardo's'. The new provider has stated their first priority would be to put a detailed plan in place to ensure that the TUPE transfer is managed smoothly. This includes a communications plan and details on the staff consultation process they will implement. They give example of another local authority where they transferred 200 staff from 5 different organisations, explaining the most important aspect was making sure that staff were listened to and the process explained fully. They are proposing reduction in management staff which will allow an increase in frontline staff and have stated consultation before this is done. Barnardo's ensure staff undertake Equalities and Diversity training to ensure all policies and procedures are implemented and staff champion equality. Checks will be undertaken to ensure Equalities Policy is fit for purpose and we will also review their data on the staff profile of the organisation; staff subject to disciplinary; staff who have raised a grievance; sickness; 121 and appraisal processes, etc.

(b) Advance equality of opportunity;

6 January 2015:

We are seeking the opportunity for staff to maintain their existing employment status regarding pensions and redundancy.

Should the decision be taken to work with a partner and TUPE staff to a new a provider, support would be provided to the staff during the transition. Should staff choose to seek alternative employment and not be part of the TUPE, training and support is available to staff to improve/further develop their skills for enhanced marketability. Through both the corporate training programmes available and all children's centre practitioners can access a range of courses on parenting programmes and skills based programmes to support their ongoing development such as coaching and mentoring, CV writing and more.

With regards to pensions and redundancy, we do not have a decision on the future of children's centres so we are unable to provide any information with regards to the impacts on these areas. However should the decision be taken to work with a partner we will be seeking some sort of reassurance that they do not plan for any immediate changes. The council are also examining the possibility of having a risk-share agreement around pensions.

In the previous paragraph you have confirmed that you will be working with Barnado's please can you amend and explain what provisions have you put in place within the contract to ensure that Barnado's advance equality of opportunity for staff?

The Contract could contain provision that the provider will not change employees' terms and conditions for a specified period and after this period, only if market conditions change. Where the provider is permitted to change employees terms and conditions, it would need to demonstrate an economic, technical or organisational reason for such change.

1st June 2015:

Barnardo's have stated they are exceptionally experienced in TUPE transfer. The TUPE transfer in Brent will be overseen by their London Region People (HR) team. They have considerable experience of managing TUPE transfers of size and complexity and bring valuable understanding of the key priorities for staff during this process ensuring:

- Open lines of communication as soon as possible post-contract award
- Dedicated(HR) People Advisors to have responsibility for each TUPE contract
- Question/Answer communication/consultation pack for all staff
- Regular briefings for all staff affected directly and indirectly, individually and in groups; pre- and post-transfer
- Information for staff about the new service model/approach, emphasising continuity of staff for vulnerable families
- Appropriate liaison with trade unions4/staff representatives as appropriate
- All transferring staff are treated as new starters to Barnardo's and inducted with a full training package

They have also reassured they will work with Brent to:

- ensure all aspects of pension transfers are considered
- Complete a transfer-in checklist—so that issues and risks are identified and the transfer opportunity is carefully evaluated as a viable proposition
- Seek an indemnity agreement in order to limit the potential liabilities incurred in the transfer
- Ensure all transferring staff working with children are subject to an enhanced V&B clearance process
- Undertake a TUPE Critical Path Analysis to evidence that they can manage their obligations under TUPE which describes our intended approach to negotiation of measures with the workforce.

Checks will be undertaken to ensure Equalities Policy is fit for purpose and we will also review their data on the staff profile of the organisation; staff subject to disciplinary; staff who have raised a grievance; sickness; 121 and appraisal processes, etc.

(c) Foster good relations

Through consulting with staff and having a plan for communicating with staff, it should help to foster good relations.

6 January 2015:

All affected staff have been invited to a series of staff meetings and a further meeting is planned for 12 January. This provides an opportunity for the senior management to respond to any concerns and be open and transparent with the staff. Staff are also able to meet on a one to one basis with the Head of Service, their line managers and HR this enables individuals to choose a communications method most suitable to their needs and requirements. Regular communications with the staff on progress should help to maintain good working relationships and minimise insecurities and issues.

1st June 2015:

All staff continue to be supported and reassured through the process. Regular communication with staff allows the continuation of good working relationships. Managers

are ensuring staff receive all the necessary updates when applicable. Barnardo's have stated that 'The transferring staff team are the cornerstone of best quality services; we recognise and will build upon the good performance achieved so far, moving forward to excellence.' This gives reassurance that they will continue to maintain and enhance the relationships with staff. Barnardo's propose a detailed TUPE plan and communication plan which will support good working relationships and minimise insecurities and issues.

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?

Formal consultation with affected staff began on 24 November 2014. One briefing for managers was held on 17 November 2014. Discussions and consultation with Union Groups took place after they had received the staff consultation report on 17 November 2014.

6 January 2015:

A mid point meeting will take place on 12 January. Children's centre managers and staff have been invited as well as BIBs officers in scope and their team leaders and those on maternity or long-term sickness absence. Union representatives have also been invited.

1st June 2015:

Further meetings with all staff were held on 12th January and 16th March 2015. The meetings were for information sharing and further opportunity for staff to raise questions or concerns. Again union representatives were invited.

ii. What methods did you use?

A predictive assessment was used based on the staff equalities data extracted from One Oracle. A series of staff meetings will be held during the consultation process; at the beginning, in the middle of the process and at the end. Staff are also able to meet on a one to one basis with the Head of Service and their line managers.

A list of FAQs will also be frequently communicated to affected staff.

Records have been kept of meetings held and questions raised, with their responses.

6 January 2015:

A report on the proposal was issued to all staff and all were invited to attend a meeting to go through the contents of the report. These meetings provide a valuable opportunity for staff to express their opinions and to ask questions to the Head of Service. This in turn enables the Head of Service to address concerns and issues with the information known at this point in the process.

1st June 2015:

The meetings were held in an open forum and as a general discussion with any

further information including opportunity for staff to ask questions.

iii. What did you find out?

This is a predictive Equality Impact Assessment.

The findings from the public consultation, of which staff are also able to contribute, will be reported to Cabinet in February 2014.

6 January 2015:

The Operational Director of Early Help and Education met with Union representatives in November 2014. The union representatives are very clear that the unions are opposed to tendering out council services of any sort and they do not support the proposals.

From the managers briefing in 17 November, there was an understanding of the need to “do things differently” in order to meet the savings and ensure services are sustainable. With some positivity around working with a partner.

The feedback from the staff meetings in November is generally a feeling of anxiousness.

Staff questions and comments show there is a level of concern about security of jobs if TUPE takes place, however staff also see that the preferred proposal of working with a partner/s is a way of securing the future of Children’s Centres and they therefore broadly support the proposal.

On 23 December 2014 a collective response was received from the affected BIBS officers requesting that they be given the choice to be included or not as part of a TUPE process. This will be responded to by HR once they have investigated the issues.

1st June 2015:

Further meetings with all staff were held on 12th January and 16th March 2015. The meetings were for information sharing and further opportunity for staff to raise question or concerns. Again union representatives were invited. The further meetings did not raise any questions or queries from staff however provided reassurance and opportunity to feel part of the process.

iv. How have you used the information gathered?

This is a predictive Equality Impact Assessment.

The findings from the public consultation, of which staff are also able to contribute, will be reported to Cabinet in February 2014.

6 January 2015:

As at this point there is still no decision on the future of children’s centres so responses will be included in the report for Cabinet in February. The Head of Service, will however take on board comments and feedback received to date when

meeting with the staff on 12 January and share these at the meeting.

1st June 2015:

Staff are fully aware and accepting the proposal to tender out the children's centres now. The Head of Service will ensure the chosen provider is communicated to all staff once all the necessary arrangements and agreements have been agreed by cabinet.

v. How has it affected your policy?

This is a predictive Equality Impact Assessment.

The findings from the public consultation, of which staff are also able to contribute, will be reported to Cabinet in February 2014.

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 and 4 of the guidance.

The proposed change has not identified an adverse impact on any protected groups, or identified any unmet needs/requirements that affect specific protected groups but this will be closely monitored throughout the implementation process.

6 January 2015:

On reviewing equality impacts again at this point, it is unclear if there will be any negative or positive impact on any protected groups and what exactly they will be. A decision has not been made on the future of children's centres.

The process is subject to on-going monitoring and assessment to aid the identification of any impacts.

1st June 2015:

The only group that may be adversely affected is the management staff within the centres as highlighted in section 3 above. However this will be closely monitored and consultation will take place with staff, parents and advisory boards before any changes are implemented by Barnardo's.

Please give details of the evidence you have used:

A predictive assessment was used based on the staff equalities data extracted from One Oracle.

6 January 2015:

Responses received from staff and Union representatives will be also be used for evidence.

1st June 2015:

Responses received from staff and Union representatives will be also be used for

evidence

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		

6 January 2015:

On reviewing equality impacts on protected groups again at this point, it is unclear what the impacts will be as a decision has not been made on the future of children's centres, so there are many unknown variables.

1st June 2015:

A key Barnardo's Value is **respecting the unique worth of every person**- 'every person is different but equal and everyone's unique talent should be recognised and encouraged.' All staff/volunteers undertake Equality and Diversity training to ensure policies and procedures are implemented and staff champion equality. Barnardo's will develop strategies to look at barriers to access and will identify barriers through consultation and data analysis and incorporate specific actions in our delivery plan to increase equality of opportunity. For example those with:

- physical disabilities will be provided with appropriate access routes to each of our

buildings

- limited English skills will be provided with interpreting services appropriate to the

setting- this could range from;

- a simple "Google Translate"
- help with specific words to Language Line for more complex conversations
- face-to-face interpreting for family support services
- learning disabilities will be engaged individually so they have an understanding of

services available to them and how to access them

- families who are socially isolated will be supported by community volunteers to

attend their local children's centre and meet other service users and staff.

Barnardo's have provided many examples of how they have experience of community engagement with partners and members of the community who are reluctant to engage. Positive outcomes have been presented showing how the impact on protected groups is positive.

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.

The proposed change is lawful.

The process proposes to transfer all staff to a new service provider by adhering to the Councils TUPE process.

6 January

This is to be reviewed after the EA is complete.

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.

We will be asking staff to update their personal information on One Oracle and we will review the data and the Equality Impact Assessment again.

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
EIA update	Ilona Maragh		Positive equality monitoring	Jan 2015	Positive equality monitoring
EIA update	Harjinder Sangha		Positive equality monitoring	1 st June 2015	Positive equality monitoring

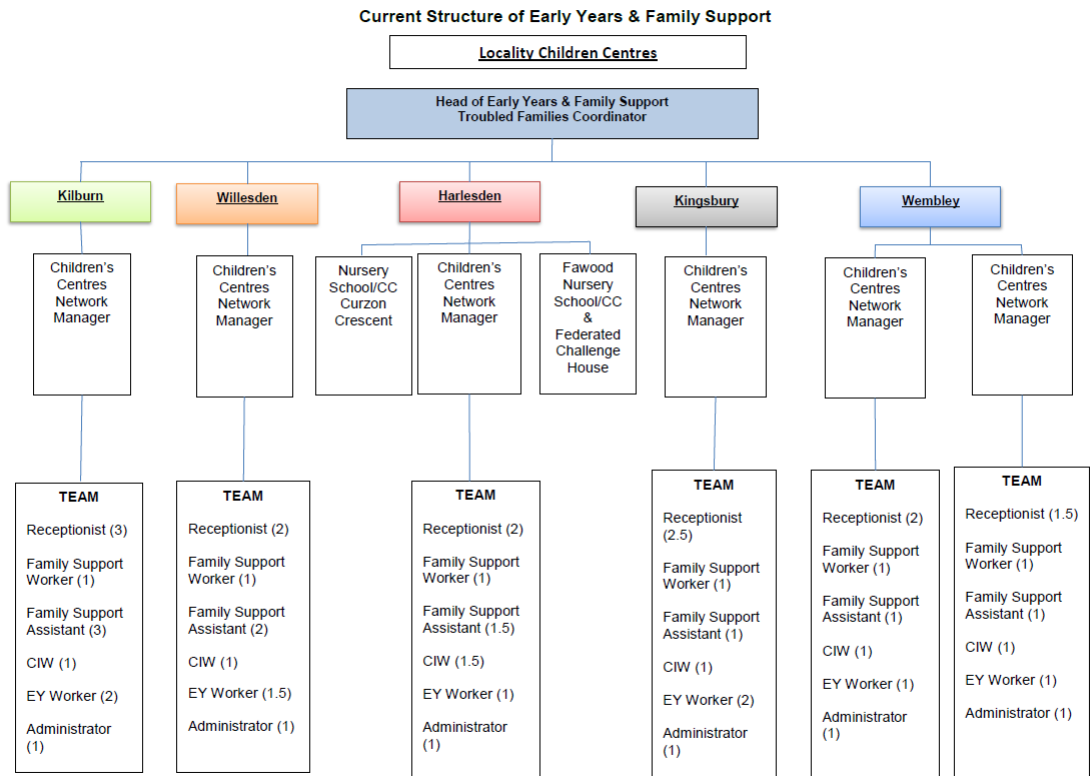
APPENDIX 6

LEASE AND LICENCE FRAMEWORKS

Name	Address Line 1	Address Line 2	Address Town	Proposed lease/	Services
Alpertons Children's Centre	Alpertons High School, The Annexe	South Building	Wembley	5 year lease - tenant full responsibility other than insurance	Tenant to buy some services off school
Barham Park CC	Unit 8 Barham Park	660 Harrow Road	Wembley	To be utilised under a licence - The Barham Trust will need to approve.	Operator will pay a service charge
Church Lane Children's Centre	Church Lane		London	5 year lease - tenant full responsibility other than insurance	Tenant to buy some services off school
Granville Plus Children's Centre	Granville Plus Childrens Centre	80 Granville Road	London	5 year internal repairing, 12 mth rolling break clause	Tenant to pay a service charge
Harmony Children's Centre	38 Bridge Road	Neasden	Brent	5 year internal repairing, Landlord to maintain exterior and M and E	Tenant to pay service charge for maintenance of any common parts or services.
Hope Centre	228 Walm Lane		London	Current lease from Nonwood to be extended by 5 years from 1st September 2015 and the assigned to new operator-	Landlord provides these and contained within the fixed service charge
Mount Stewart Children's Centre	Mount Stewart Infant School	Carlisle Gardens	Harrow	Proposed licence for CC to use the building for 2.5 days per week	School to operate and fully maintain building- service charge to be paid by new operator
Preston Park Children's Centre	Preston Park Primary School	College Road	Wembley	Proposed licence for CC to use the building for 2.5 days per week	School to operate and fully maintain building- service charge to be paid by new operator
St Raphael's Children's Centre	St Raphaels Community Centre	Rainborough Close	London	5 year lease - tenant full responsibility other than insurance	None
The Welcome CC	Wembley Centre for Health & Care	116 Chaplin Road	Wembley	License to be granted by NHS if required to utilise on a part time basis (2.5 days per week)	All to be provided by Health Centre
The Willow Children's Centre	The Willow Childrens Centre	Barnhill Road	Wembley	5 year lease - tenant full responsibility other than insurance- Brent	Brent to reimburse operator for floor nursery - services.
Three Trees Childrens Centre	Three Trees Childrens Centre	Tiverton Road	London	5 year lease - tenant full responsibility	
Treetops Childrens Centre	Treetops Childrens Centre	Doyle Gardens	London	Extension to lease of adjacent Nursery to cover CC. CC to have a licence to use space on a part time basis	CC to make a pro rata payment for services
Wembley Children's Centre	Wembley Primary School	East Lane	Wembley	5 yr internal repairing lease-	school to fully maintain and provide all services and operator to pay school
Wykeham Primary Children's Centre	Annesley Close		London	5 yr lease internal repairing	operator might need to pay school for repairs to any common parts- ie roof.

- Note - 1. All leases to be outside Security of Tenure 1954 LTA Act.
 2. - All leases to contain a break clause at year 4 operable in the event that contract not extended beyond year 4
 3. Operator will have option to terminate provision of services by schools on a terms notice

APPENDIX 7




This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

 <p>Brent</p>	<p align="center">Report from the Strategic Director of Children and Young People</p> <p align="center">29 June 2015</p>
<p>For Action Wards Affected: ALL</p>	
<p>Gordon Brown Outdoor Education Centre - Proposals to replace the End of Life Shrubbery Building</p>	

Appendix 1 is Not for Publication

1.0 Summary

- 1.1 The purpose of this report is to inform Cabinet Members of the condition of one of the accommodation units at the Gordon Brown Outdoor Education Centre (GBOEC), outline and seek authority for plans for replacement and seek approval for financial arrangements to complete the build to ensure the sustainability of the Centre's buildings in the future.

2.0 Recommendations

Cabinet is asked to:

- 2.1 Approve an invest to save proposal to replace the poor condition Shrubbery dormitory with a new facility that would provide modern living quarters for pupils and teachers with increased capacity to accommodate children.
- 2.2 Approve inviting tenders on the basis of the pre-tender considerations set out in paragraph 3.10 for the replacement works to the Shrubbery building.
- 2.4 Approve the use of £250,000 revenue contributions identified from Youth Support Services to support this work (Paragraph 4.1 in this report).
- 2.5 Approve a schedule of price increases in the region of 4.5% (but not limited to this figure) to support the Centre in generating revenue to re-pay £325,000 over twelve years to keep pace with costs and keep fees within affordable levels for participating schools.

3.0 Detail

3.1 The Gordon Brown Outdoor Education Centre (GBOEC) provides outdoor activities and learning through residential and day visits, contributing to children's learning about environmental issues and the outdoors. The Centre is owned by the London Borough of Brent and is set in twenty-five acres of rural countryside in Rotherwick, near Hook in Hampshire. The Centre is situated in the Rotherwick Village Conservation Area and is located next to the Grade II listed Tylney Hall.

3.2 The GBOEC supports the delivery of the Corporate Plan Priority 'Better Lives': 'Making sure that our children and young people have access to the best education and training, achieve to their potential and have the best start in life'.

- The Centre offers outdoor education visits, either residential or day, which provide an invaluable opportunity to enrich young peoples' learning, increasing their motivation and desire to learn. All the children visiting the GBOEC have an opportunity to experience learning linked to the curriculum as well as experiencing learning in an outdoor environment which includes raising their awareness of environmental sustainability issues and the contribution they can make.
- The GBOEC provides opportunities for children to develop their self-esteem and emotional wellbeing and form and maintain worthwhile relationships. For children visiting the GBOEC, benefits include the opportunity to develop resilience and improve physical health, psychological and social wellbeing. A stay at the GBOEC also supports children to develop skills to manage risk and their own safety and encourages them to welcome challenge. The GBOEC provides a safe environment for children to be away from home, often for the first time, offering children life changing experiences that they value and remember into adulthood.
- A visit to the Centre provides a unique experience for children of all ages, but especially for those who may not otherwise be able to access and experience the natural environment in a safe and secure countryside setting.
- Schools have the option to tailor the programme at the Centre to their needs, whether that is for sessions linked to the curriculum, team building or, for example, end of term reward sessions for pupils.

The Shrubbery Building

- 3.3 The Shrubbery building at the Gordon Brown Centre is now end of life having been in place since the Centre opened in 1976. The dormitory is in poor order and needs replacing. The Centre can at present hold around 75 children in two dormitory blocks. The Shrubbery building is one of the two main dormitory areas and houses up to 27 children in four separate rooms, with two additional rooms for teachers. In total there are nine showers in the building including those in staff accommodation, plus WC facilities for boys and for girls.
- 3.4 In addition to being end of life, there is a lack of flexibility in the existing building's room design which can lead to under occupation owing to the need to accommodate groups with varying male female ratios, which for example, can be 12:20 male to female. The proposed new building will allow the GBOEC to use more flexible arrangements for the location of beds, meaning that there will be increased capacity.

In 2014/15 2,500 children stayed at the GBOEC as part of the residential programme. Activity days and other non residential activities continued to grow with a 23% increase in the revenue generated in 2014/15. An increased classroom resource as part of the new Shrubbery will assist the Centre in developing this provision and maintaining the sustainability of the Centre.

- 3.5 Further benefits arising from the proposed new building will include:
- Better access for children with disabilities, enabling the GBOEC to improve accessibility and inclusion and access additional customer groups, potentially with funding support.
 - Better insulation with the potential for lower electricity costs.
 - Better access to toilet facilities and better showering facilities close to the GBOEC's Tipi site, providing the potential to increase Tipi bookings.
 - An opportunity for Brent schools that are no longer able to use the Centre owing to the size of their year groups to visit and make use of the enhanced accommodation.
- 3.6 Schools in Brent support and value the Centre and at the meeting of the Brent Schools Forum on 22 October 2014 there was support for the required capital works to be taken forward by the Council.
- 3.7 Officers have considered three potential options for the Centre:

Option 1

- To approve the already allocated funds to replace the poor condition Shrubbery dormitory with a new £500,000 facility that would provide modern living quarters for pupils and teachers with increased capacity from 28 to 40 children housed.

- The proposal would enable the generation of additional revenue.
- The positive outcome for both children & teachers would enhance the Centre's reputation resulting in increased bookings and income.
- Thereafter future options for the delivery model and governance arrangements for the Centre could be considered including options for the self financing of running costs and any future improvements or works.

Option 2

- To consider a leasehold disposal of the Centre with the ingoing tenant undertaking the relevant investment to replace the Shrubbery building and any future works.
- With the Centre running on a cost neutral basis and with an immediate £500,000 investment required to replace the poor condition Shrubbery dormitory, it is unlikely that the rental return would be substantial. The market interest for such a specialist property may be limited.

Option 3

- To consider a freehold disposal of the GBOEC and to invest the sale proceeds in a new facility to be identified closer to Brent, possibly in Hertfordshire.

In considering the options Officers also took account of the following:

- The Centre is well supported by local schools and has a 60 year association with the borough.
- The site is well established and is good value for money. Baseline data suggests that similar facilities charge considerably more.
- The land sits within the Tylney Hall Conservation area and would be difficult to develop.
- The site is unsuitable for potential alternative uses such as a golf course.
- A recent comparable sale in March 2013 within the Conservation Area was bought by a group of local residents. The likely value of this site would be between £300,000 to £350,000.

3.8 Subject to Cabinet approval of the recommendations laid out in this paper, Officers have considered the supporting business case for the invest to save proposal and have recommended the approach as laid out in Option 1, to replace the poor Shrubbery dormitory with new and more flexible accommodation which could increase capacity from twenty seven places to more than forty, thus enabling the Centre to be put on a firm footing.

3.9 Consideration could be given to future options for the delivery model and governance arrangements for the Centre, subject to further approval. In reaching this recommendation, Officers considered that to do nothing would leave the Centre to deteriorate further, resulting in

sub-standard facilities for Brent pupils, which in turn could lead to a long term loss of revenue and reputation.

Pre-Tender Considerations

3.10 The proposed works contract is estimated to cost more than £500k and is therefore a high value contract. In accordance with Contract Standing Orders 88 and 89, pre-tender considerations for the project are set out below for the approval of the Cabinet:

Ref.	Requirement	Response										
(i)	The nature of the service	Works (construction) contract for the replacement of the shrubbery building with a new modular construction.										
(ii)	The future estimated value of the contract/s	£500k										
(iii)	The contracts term	The construction contract will be for a period of approximately 6 months with an anticipated defects liability period of 12 months										
(iv)	The tender procedure to be adopted.	A formal tender procedure will be adopted with a pre-qualification questionnaire determining a tender shortlist and then invitations to tender being issued. All procurement activity will take place via the London Tenders Portal.										
(v)	The procurement timetable	<table border="1"> <tbody> <tr> <td>• Adverts placed</td> <td>1 July 2015</td> </tr> <tr> <td>• Expressions of interest (Pre-Qualification Questionnaire) returned (30 day PQQ period)</td> <td>31 July 2015</td> </tr> <tr> <td>• Shortlist drawn up in accordance with pre-determined minimum standards as to financial standing and technical competence</td> <td>12 August 2015</td> </tr> <tr> <td>• Invite to tender</td> <td>13 August 2015</td> </tr> <tr> <td>• Deadline for tender submissions</td> <td>10 September 2015</td> </tr> </tbody> </table>	• Adverts placed	1 July 2015	• Expressions of interest (Pre-Qualification Questionnaire) returned (30 day PQQ period)	31 July 2015	• Shortlist drawn up in accordance with pre-determined minimum standards as to financial standing and technical competence	12 August 2015	• Invite to tender	13 August 2015	• Deadline for tender submissions	10 September 2015
• Adverts placed	1 July 2015											
• Expressions of interest (Pre-Qualification Questionnaire) returned (30 day PQQ period)	31 July 2015											
• Shortlist drawn up in accordance with pre-determined minimum standards as to financial standing and technical competence	12 August 2015											
• Invite to tender	13 August 2015											
• Deadline for tender submissions	10 September 2015											

		<ul style="list-style-type: none"> Panel evaluation and tender report prepared Report recommending Contract award circulated Award of contract - Cabinet meeting 	<p>11 September – 23 September 2015</p> <p>1 October 2015</p> <p>19 October 2015</p>
(vi)	The evaluation criteria and process	<p><u>Pre-qualification stage</u> Shortlists are to be drawn up in accordance with the Council's Contract Management Guidelines by a pre-qualification questionnaire (PQQ).</p> <p>The pre-qualification will test the capacity and capability of potential bidders as well as potential bidder eligibility to take part in the Procurement.</p> <p><u>Invitation to Tender (ITT)</u> For those that passing the PQQ stage there will follow an Invitation to Tender (ITT) stage.</p> <p>Tenders will be evaluated on the basis of the most economically advantageous tender using the following criteria and overall weightings.</p> <p>1. Quality Quality will consist of 40% of the overall evaluation. The quality assessment will be evaluated using the following criteria.</p> <ul style="list-style-type: none"> Project and cost Management Construction programme Project Understanding and client liaison Quality Health and Safety Innovation Sustainability 	

		<p>2. Price</p> <p>Price will consist of 60% of the overall evaluation.</p> <p>Price will be evaluated using a lump sum price.</p>
(vii)	Any business risks associated with entering the contract	No specific business risks are considered to be associated with agreeing the recommendations in this report.
(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)	Any staffing implications	There are no direct staffing implications
(x)	The relevant financial, legal and other considerations	See Sections 4 and 5 of this report.
(xi)	Measures to deliver economic, social or environmental benefits in accordance with the Public Services (Social Value) Act 2012	The works contracts will place a requirement on contractors to support the council's objectives for enterprise and employment.

Following the invitation of tenders and evaluation, officers will submit a report to Cabinet for approval to award the high value works contract.

4.0 Financial Implications

4.1 An extract from the feasibility study report is given at Appendix 1, which is not for publication.

A feasibility study considered two options:

Option one: A minimum requirement scheme, meeting the short-term requirement for a dormitory building to replace the existing building.

Option two: An enhanced scheme to meet the medium to long term requirements for a dormitory block and further site facilities as one project.

Option two was recommended as the most cost effective solution, providing for the Centre's requirements and allowing for economies of scale.

The use of new or used modular units was considered, with the latter proving to be more costly. It is the intention to reuse all existing furniture, fixtures and equipment to reduce costs.

The feasibility report provided an estimate of the likely costs of this work at £575,000 including client contingency and fees.

With the agreement of Cabinet, revenue contributions from the Youth Support Service in 2012/13 (£150,000.00 held an earmarked reserve within Regeneration & Growth) and in 2013/14 (£100,000.00 held in an earmarked reserve within Children & Young People) could be used to contribute to the overall costs of this work.

- 4.2 Subject to agreement to use the revenue contribution from Youth Support Services, the remaining sum of £325,000 would be repayable over a period of 12 years at an annual debt charge cost of £32,650 per annum. This cost can be met from the additional income flow over the total 12 year period.
- 4.3 The funding model shown in Appendix 2 shows that in years 1 to 6 the debt charges exceed the projected additional income. This is because the centre publishes fees and takes bookings well in advance and the additional income is projected to begin from year 3. The centre manager has confirmed that this initial shortfall can be absorbed within the centre's revenue budget. From year 7 additional income exceeds the debt charge and furthermore over the life of the loan repayment period the debt charges are affordable, as demonstrated in the attached Net Present Value calculation (Appendix 2).
- 4.4 The additional income is predicated on increases in fees of approximately 4.5% every 3 years. If there are significant changes in the centre's cost base, for example utilities, food etc., or other inflationary pressures, then the actual increase in fees will need to be reviewed to achieve the revenue necessary to repay the loan. When the centre is in a position to confirm its fees, prior to taking bookings, the proposal will be agreed by Cabinet through the annual review of the Council's fees and charges.

5.0 Legal Implications

- 5.1 By way of background, the land where the GBOEC is situated was originally purchased by Middlesex County Council in March 1948 under the Education Act 1948.
- 5.2 The said land subsequently vested in the London Borough of Brent in 1965 for education purposes on the abolition of the Middlesex County Council.

5.3 As the said land is held for education purposes, it is governed by current education legislation and where applicable department of education guidance on school playing fields.

6.0 Diversity Implications

6.1 There are no adverse diversity implications contained within this report. The proposal would improve facilities for all visiting children.

7.0 Staffing/Accommodation Implications (if appropriate)

7.1 There are no staffing implications within this report. The accommodation implications are as outlined in the main body of the report.

Background Papers

- i) Appendix 1 Extract from the Feasibility Report - Not for Publication
- ii) Appendix 2 Repayment Schedule

Contact Officer(s)

Angela Chiswell
Head of Youth Support Services
Brent Civic Centre,
Engineers Way,
Wembley
Middlesex
HA9 0FJ

Tel: 020 8937 3677
email: angela.chiswell@brent.gov.uk

Gail Tolley, Strategic Director Children and Young People

This page is intentionally left blank


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

Document is Restricted

This page is intentionally left blank

SCHEME NAME	Gordon Brown Centre Investment Proposals													SCHEME REFERENCE	Whole life costing NPV calculator									
Discount Rate 3.5% (Please delete if not applicable)	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28											Totals
CAPITAL COSTS																								
Initial capital costs																								
1) Works Costs	575,000																							575,000
Less transfer of funds from earlier years																								
2) Revenue contribution from the Youth Service in 12/13	-150,000																							-150,000
3) Revenue contribution from the Youth Service in 13/14	-100,000																							-100,000
Total Capital	325,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
REVENUE																								
Income forecast	0	0	-6,000	-9,000	-21,000	-27,000	-30,000	-39,000	-42,000	-48,000	-56,000	-62,000	-62,000											-402,000
Capital repayment		32,650	32,650	32,650	32,650	32,650	32,650	32,650	32,650	32,650	32,650	32,650	32,650											391,800
																								0
																								0
																								0
Total Revenue	0	32,650	26,650	23,650	11,650	5,650	2,650	-6,350	-9,350	-15,350	-23,350	-29,350	-29,350	0	0	0	0	0	0	0	0	0	0	-10,200
Total cost	325,000	-32,650	-26,650	-23,650	-11,650	-5,650	-2,650	6,350	9,350	15,350	23,350	29,350	29,350	0	0	0	0	0	0	0	0	0	0	335,200
Total cost NPV	325,000	-31,546	-25,749	-22,850	-11,256	-5,459	-2,560	6,135	9,034	14,831	22,560	28,357	28,357	0	0	0	0	0	0	0	0	0	0	334,855

This page is intentionally left blank

 Brent	<p style="text-align: center;">Cabinet 29 June 2015</p> <p style="text-align: center;">Report from the Chief Operating Officer</p>
<p>For Action Wards Affected: [ALL]</p>	
<p>ICT Work with the Local Government Association</p>	

Appendix 1 is Not for Publication.

1.0 Summary

- 1.1 This report sets out proposals for Brent Council to partner with the Local Government Association for the provision of ICT services.

2.0 Recommendations

- 2.1 That Cabinet approves the council entering into an agreement to partner with the Local Government Association for the provision of ICT services, including the implementation of new infrastructure for their offices, the hosting of their ICT services at the Brent Data Centres, and the ongoing provision of ICT support services.
- 2.2 That Cabinet delegate authority to the Chief Operating Officer in consultation with the Lead Member, the Chief Legal Officer and Chief Finance Officer to establish a company jointly owned by London Borough of Brent and the Local Government Association to facilitate Recommendation 2.1.

3.0 Detail

- 3.1 The Local Government Association (“LGA”) has an ICT contract with Liberata, providing hosting and infrastructure and application support services. This contract comes to an end in January 2016. The LGA have decided not to procure a new contract but instead to find an ICT partner among their membership.

- 3.2 The LGA approached 6 local authorities with an in-house ICT team in early 2015, Brent being one of them, and invited them to provide an initial proposal detailing what the ICT service would look like. As part of the process staff from the LGA visited Brent and went through a series of demonstrations of our ICT systems as well as interviews with Brent staff in various service areas to understand the level of satisfaction with the ICT service.
- 3.3 Brent submitted their proposal in February. The LGA went on to shortlist 3 potential partners, to provide a more detailed proposal leading to a final decision for their selected partner. Brent was successful in being selected at that stage, and had to develop a more detailed proposal in May 2015, as well as hosting a full-day event for LGA staff to come to Brent to talk to ICT staff as well as interview more staff from other service areas, including the Registrar service at Barnet, Customer Services, Trading Standards and Brent Housing Partnership.
- 3.4 As part of the process a meeting took place between a Brent Senior Contracts Lawyer and a member of the LGA legal team to discuss the options around setting up a “Teckal” company jointly with the LGA to deliver the services. This was a mandatory requirement for the LGA to select an ICT partner.
- 3.5 The LGA completed their evaluation of the 3 local authorities and announced their decision to select Brent Council as their preferred partner on 10/6/2015.
- 3.6 Due to the timescales of the Liberata contract ending, and the amount of infrastructure work required to prepare for taking over the service, Officers committed in Brent’s proposal to seek Cabinet approval by the end of June, so that, if approved, Officers can immediately start work to finalise governance arrangements and implement the new infrastructure.

4.0 Financial Implications

- 4.1 The LGA will be providing capital funding for the implementation of the infrastructure to support their services, including the cost of all hardware, software, third party contracts, as well as funding either interim staff used in the project or paying for the cost of Brent staff involved. The Brent proposal included an overall implementation cost of £1,074,300, however a number of items were optional and therefore the exact overall cost is to be determined at the beginning of the project following the initial meetings with LGA staff.
- 4.2 The proposal suggested an annual support cost of £408,280 in fixed costs, as well as £59,200 in variable costs for 400 users. These costs would cover any expenditure incurred by Brent towards the delivery of the ICT services, as well as contribute towards the saving target for the Digital Services revenue budget.
- 4.3 Negotiations with their legal department on TUPE arrangements is

progressing; however it is clear in the discussions that any actual costs that come as a result of TUPE will be covered by the LGA in their entirety.

5.0 Legal Implications

- 5.1 The recommendation in this report for the council to partner with the LGA for the provision of ICT services is permitted pursuant to the general power of competence in s1 of the Localism Act 2011 and the Local Authority (Goods and Services) Act 1970.
- 5.2 In view of the value of the proposed arrangement as detailed at paragraphs 4.1 and 4.2, Cabinet approval is required to such partnership arrangements in accordance with Contract Standing Order 87. The Council will need to enter into an agreement with the LGA setting out both parties' respective duties and liabilities in relation to the proposed arrangement.
- 5.3 As detailed in paragraph 3.4, the LGA made it a mandatory requirement for the partnering arrangement to be delivered through a company established and owned jointly with the LGA to deliver the services. This is to ensure that the arrangement is compliant with the requirements of the Public Contracts Regulations 2015. Further information regarding the proposed company is contained in Appendix 1.
- 5.4 Establishment of a new company will require further discussions with the LGA regarding such matters as governance and service delivery. Given the limited time available before the proposed partnership arrangements are due to commence, it is recommended that authority is delegated to the Chief Operating Officer. Legal and Finance expertise will be required to inform this process and ensure that the Council's interests and as a result the proposed delegation to the Chief Operating Officer is subject to consultation with the Chief Legal Officer and the Chief Finance Officer.

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

- 7.1 The partnership arrangements will primarily be delivered through the use of existing council staff. There is no intention to transfer these staff into the company owned jointly with the LGA.
- 7.2 The LGA are currently in discussions with their current contractor, Liberata, as to the application of the Transfer of Undertakings (Protection of Employment) Regulations 2006 ("TUPE") for staff presently delivering ICT services. It would seem that approximately 3 staff may transfer pursuant to TUPE from

the Liberata. The LGA has indicated that additional payments would be made in respect of any staff that may TUPE and these arrangements will be included in the proposed agreement between the council and the LGA.

8.0 Background Papers

8.1 None

Contact Officer(s)

Prod Sarigianis
Acting Head of Digital Services
Email: Prod.Sarigianis@Brent.gov.uk
Tel: 020 8937 6080

LORRAINE LANGHAM
Chief Operating Officer

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

Document is Restricted

This page is intentionally left blank

 <p>Brent</p>	<p>Cabinet 29 June 2015</p> <p>Report from the Chief Operating Officer</p>
<p>Wards Affected: ALL</p>	
<p>Authority to Award Contract for the Supply of ACD Call Centre Software for Customer Services</p>	

1.0 Summary

- 1.1 This report requests authority to award a contract as required by Contract Standing Order No 88. This report summarises the process undertaken in procuring this contract and recommends to whom the contract should be awarded.

2.0 Recommendations

- 2.1 That Members award a contract for ACD Call Centre Software for Customer Services to Freedom Communications (UK) Ltd, for a period of three (3) years plus two (2) possible single year extensions.

3.0 Detail

Background

- 3.1 The Purpose of this report is to get agreement from the Cabinet to award a new contract for an ACD solution for handling and managing customer contacts.
- 3.2 The ACD solution is used to handle high volumes of incoming telephone calls to the customer services contact centre, Housing Benefits and Council Tax as well as smaller contact centres in Finance, Registrars, Housing and Brent Housing Partnership, Transportation, Business Support and the Multi Agency Strategic Hub. Plans are in place to roll ACD usage out to other services over the next 12 months. Officers are also currently piloting the use of the solution to administer

incoming customer emails and in the future anticipate exploring the use of the ACD solution for webchat and social media customer interaction.

- 3.3 The solution is a key component of a new Community Access strategy which is aiming to improve residents' experience when they contact the Council. In order to achieve this a new telephone operating model is planned which includes the use of ACD technology to manage the majority of customer telephone calls. The Council currently has up to 120 concurrent users using the ACD system, however we are licensed for 300 concurrent users and we expect to be increasing our use of the solution significantly.
- 3.4 The current supplier of this solution is Interactive Intelligence. The existing contract expired on 31 March 2015 and there was no further contractual provision to extend this. Following cabinet approval the contract was extended for 6 months to the 30th of September 2015, to allow adequate time for a competitive procurement process to take place and the new solution to be implemented.

Outline of Tender Process

- 3.5 Tenders were invited from the Crown Commercial Service (CCS) Framework RM1498 PSN Services Lot 5 Contact Centre Services.
- 3.6 Tenders were invited on 11th May 2015, using the CCS eSourcing system. Of the 11 suppliers on Lot 5 of the framework, one submitted a tender.
- 3.7 The Invitation to Tender stated that the selection of the supplier to be awarded the contract would be made on the basis of the most economically advantageous tender, and that in evaluating tenders, the Council would have regard to the following:
 - Compliance with the requirements specification (50%)
 - Implementation (15%)
 - Training (10%)
 - Service Levels (25%)

These quality criteria were then weighted against tender price in the ratio 60:40.

Evaluation Process

- 3.8 The tender evaluation was carried out by a panel of officers from Brent's IT and Customer Services departments, and Brent Procurement.

- 3.9 All tenders had to be submitted electronically no later than noon on 27th May 2015. Tenders were opened on 27th May 2015 and one valid tender was received. Each member of the evaluation panel read the tender using evaluation sheets to note down their comments on how well each of the award criteria was addressed.
- 3.10 The supplier was invited to attend a presentation and clarification meeting on 1st June, where they presented their solution and the panel asked, and received answers to, some clarification questions.
- 3.11 The panel then agreed final scores against the award criteria.
- 3.12 The evaluation panel scores are contained in Appendix 1. As a single tender was received which met acceptable standards and price, officers therefore recommend the award of the contract to that tenderer, Freedom Communications (UK) Ltd.
- 3.13 The offer from Freedom Communications is for the ongoing maintenance of our existing system from Interactive Intelligence, as such we do not need to implement anything apart from any new features as and when required during the contract.
- 3.14 The contract will commence on 1st October 2015. As this is a procurement from a framework, a standstill period is not required.

4.0 Financial Implications

- 4.1 The Council's Contract Standing Orders state that contracts for supplies and services exceeding £250k or works contracts exceeding £500k shall be referred to the Cabinet for approval of the award of the contract.
- 4.2 The estimated value of the contract for the maintenance of the existing solution over the initial three year period is £248,927.13. We have a potential additional requirement for licenses that would cost an additional £13,125 to procure, with an annual maintenance of £2,362.40, bringing the total value of the contract for the three years to £264,414.53.
- 4.3 The cost of the contract will be funded from the existing revenue budget for the maintenance of the existing ACD solution, with the additional requirements funded by Customer Services.

5.0 Legal Implications

- 5.1 The proposed call-off contract is for a managed telecommunications software and maintenance service procured under the CCS PSN

Framework that commenced on 27th June 2012. Therefore, the mini competition was subject to the Public Contracts Regulations 2006 (as amended) (the “EU Regulations”).

- 5.2 The value of the proposed call-off contract is classed as a High Value Contract under the Council’s Contract Standing Orders, whereby requiring Cabinet approval to award the contract.
- 5.3 In accordance with regulation 32 (6B) of the EU Regulations, there is no requirement to issue candidates or tenderers with an award decision notification as for this particular tender process there was only the sole bidder that participated. Moreover, officers are not required to observe a standstill period when procuring a call-off contract under a framework (in accordance with regulation 32 (7) of the EU Regulations).

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

- 7.1 There are no implications for council staff arising from awarding the proposed contract.

Contact Officers

Prod Sarigianis
Acting Head of Digital Services
prod.sarigianis@brent.gov.uk
020 8937 6080

Lorraine Langham
Chief Operating Officer

APPENDIX 1

Contract for the Supply of ACD Call Centre Software for Customer Services

TENDER EVALUATION GRID


The tenders were evaluated using the following criteria:

Evaluation Criteria	Score	Weighting	Weighted Score
Compliance with the requirements specification (55 individual requirements, each weighted 1 – 4)	3.09	50%	38.63%
Implementation	3	15%	11.25%
Training	3	10%	7.50%
Service Levels	3	25%	18.75%
Total Quality Score		100%	75.00%
Weighted Total Quality Score		60%	45.00%
Price Score		40%	40.00%
Total Tender Score		100%	85.00%

The quality scores were based on the following methodology:

Score	Criteria
0	Unacceptable
1	Acceptable but has significant deficiencies
2	Acceptable but has slight deficiencies
3	Meets the requirement
4	Meets the requirement and has enhancements

This page is intentionally left blank

 <p>Brent</p>	<p>Cabinet 29 June 2015</p> <p>Report from the Chief Operating Officer</p>
<p style="text-align: right;">Wards Affected: ALL</p>	
<p>Authority to Participate in the Joint Procurement of Legal Counsel (Barristers' Services)</p>	

1.0 Summary

1.1 This report requests approval to participate in collaborative procurement with the London Borough Legal Alliance ("LBLA") for the establishment of a framework for provision of barristers' services. As the proposed procurement is to be led by the London Borough of Waltham Forest, approval is also sought as required by Contract Standing Order 85 to using that borough's Contract Standing Orders and Financial Regulations.

2.0 Recommendations

2.1 That Cabinet give approval to the Council to participate in collaborative procurement led by the London Borough of Waltham Forest to establish a framework for barristers' services.

2.2 That Cabinet give approval to the collaborative procurement exercise detailed in 2.1 above being exempt from the normal requirements of Brent Council's Contract Standing Orders and Financial Regulations for good operational and/or financial reasons in accordance with the Contract Standing Order 84(a) and 85(c).

2.3 That Cabinet give approval to the pre tender considerations set out in paragraph 3.10.1 of this report

3.0 Detail

Background

- 3.1 The London Borough Legal Alliance (“LBLA”) is a partnership of the London Boroughs of Brent (“the Council”), Camden, Ealing, Hackney, Harrow, Hammersmith & Fulham, London Borough of Hillingdon, Hounslow, Islington, Waltham Forest, Royal Borough of Kensington & Chelsea, The City of London, and West London Waste Authority (together the “LBLA Members”).
- 3.2 The LBLA Members have in the past let framework agreements for the provision of barristers’ services. The existing framework for barristers’ services expires on 31 December 2015. The LBLA authorities consider that the frameworks have worked well and delivered savings for the authorities. As a result the LBLA Members have agreed to establish a framework of barristers to enable the procurement of barristers services in a more organised and consistent way. A number of expert and experienced legal advisors/barristers chambers will be appointed to the framework as preferred providers of specialist advocacy and related legal services. It is expected that the council’s participation in the framework, to call off specialist advocacy and related legal services, will assist the council in achieving best value, and enhance delivery of services.
- 3.3 In 2014-15, 59% of the Council’s spend on Counsel was on public law proceedings involving children. This follows a 20% increase in public law cases involving children in 2013-14, the number of cases having already increased in previous years. In 2014 the local Family Court moved to Hatton Cross from Neasden, so increasing the reliance on external Counsel as opposed to in-house lawyers undertaking advocacy.
- 3.4 The LBLA Members consulted with Kennedy Cater, a specialist legal consultant, to assist with the tender process leading to the establishment of a framework with agreed rates and service standards.
- 3.5 Following discussions with Kennedy Cater, the LBLA Members concluded that whilst all LBLA Members should have full input into the procurement process, one authority should lead on the procurement. As a result, it has been agreed that the London Borough of Waltham Forest will act as a central purchasing body for the purposes of undertaking this procurement exercise and concluding framework agreements with each successful applicant. Each LBLA Member will join the framework by signing an access agreement. The LBLA Members consider that to save costs, as the lead authority is the London Borough of Waltham Forest, that council’s Standing Orders should be used for the procurement process.
- 3.6 It is proposed that the framework will run for a period of four (4) years from 1st January 2016.

- 3.7 Officers consider that there are good financial and operational reasons to participate in a collaborative procurement. Although barristers are self employed, they work within barristers Chambers and employ Chambers clerks to negotiate fees on their behalf instead of direct negotiation with the councils. Under a framework, the Council will, amongst other things, have the benefit of accessing the relevant data which will enable the Council to compare levels of experience and expertise of barristers/chambers before instructing them on matters; accessing a wide range of services from a choice of various barristers chambers as and when require; and have a consistent billing arrangement in line with pre agreed rates and service standards with the chambers. In addition the Council will reserve the right to seek services of barristers outside the framework should the need arise.
- 3.8 It is expected that participating in the framework will benefit the Council particularly to cut legal costs and deliver effective specialist advocacy. On that basis and given the London Borough of Waltham Forest are leading on the procurement, approval is sought for this collaborative procurement to be exempted from the normal requirements of the Council's Contracts Standing Orders.

The tender process

- 3.9 It is proposed by the LBLA Members that subject to relevant approvals, advertisements will be placed in the Official Journal of the European Union (OJEU), the London Tender Portal on 1st July 2015 to seek initial expressions of interest for a number of different areas/categories of work. These will be divided into the following Lots:

- Corporate Governance
- Children's Services
- Adult Services
- Planning
- Criminal Litigation & Prosecutions
- Civil Litigation

3.10 Pre-tender considerations

- 3.10.1 In accordance with the Contract Standing Orders 88 and 89, pre-tender considerations have been set out below for the approval of the Cabinet:

Ref.	Requirement	Response
(i)	The nature of the service.	Framework of barristers' services
(ii)	The estimated value.	£2,317,572.28
(iii)	The contract term.	4 years

Ref.	Requirement	Response	
(iv)	The tender procedure to be adopted.	A two stage tender process	
v)	The procurement timetable.	Indicative dates are:	
		Adverts placed	1 st July 2015
		Expressions of interest returned	5 th August 2015
		Shortlist drawn up in accordance with the Council's approved criteria	10 th August 2015 to 31 st August 2015
		Invite to tender	16 th September 2015
		Deadline for tender submissions	8 th October 2015
		Panel evaluation and shortlist for interview	w/c 23 rd October 2015
		Cabinet Approval of Award	November 2015
		Contract start date	1 st January 2016
(vi)	The evaluation criteria and process.	<ol style="list-style-type: none"> 1. At selection (pre-qualification stage) shortlists are to be drawn up in accordance with the London Borough of Waltham Forest's policies and procedures to identify organisations meeting relevant financial standing requirements, technical capacity and technical expertise. 2. At tender evaluation stage, the panel will evaluate the tenders for the following lots against the following criteria and weightings: <ul style="list-style-type: none"> • Governance & Public Law: Quality Criteria (including Added Value) – 65%; Price -35% • Children's Services: Quality Criteria (including 	

Ref.	Requirement	Response
		<p>Added Value) - 50%; Price – 50%</p> <ul style="list-style-type: none"> • Adult Social Services: Quality Criteria (including Added Value) – 50%; Price – 50% • Planning & Property: Quality Criteria (including Added Value) – 60%; Price 40% • Criminal Litigation & Prosecutions: Quality Criteria (including Added Value) – 50%; Price 50% • Civil Litigation: Quality Criteria (including Added Value) – 50%; Price – 50% • Housing: Quality Criteria (including Added Value) – 50%; Price – 50%
(vii)	Any business risks associated with entering the contract.	No specific business risks are considered to be associated with entering into the proposed contract.
(viii)	The Council's Best Value duties.	The competitive procurement of a framework supports the council's Best Value duties.
(ix)	Consideration of Public Services (Social Value) Act 2012	See section 8.0 below
(x)	Any staffing implications, including TUPE and pensions.	None.
(xi)	The relevant financial, legal and other considerations.	See sections 4 and 5 below.

3.10.2 The weightings allocated to the Lots were as a result of discussions between the LBLA Members and they will not necessarily be the weightings subsequently applied when calling off from the framework. The LBLA Members were minded that it would be sensible to apply a different ratio across the Lots, as quality is more important in some of the very high profile matters.

4.0 Financial Implications

4.1 The Council's Contract Standing Orders state that contracts for

supplies and services exceeding £250,000 shall be referred to the Cabinet for approval.

- 4.2 The estimated value of the services that Brent Council would call off under the framework agreement during the 4 year period of the contract is £2,317,572.28. This works out at an average annual contract value of £579,393.
- 4.3 It is anticipated that the cost of this contract will be funded from existing resources within the Legal Services cash envelope, or in exceptional circumstances from the service areas on whose behalf Legal Services procure advice from barristers on each particular occasion.
- 4.4 The expenditure will be capped within the budget available to legal services and Officers will ensure that commitment to the contract does not commit the Council to expenditure against other budgets.

5.0 Legal Implications

- 5.1 Under the EU Procurement Regulations contracts for provision of legal services fall within Schedule 3 of the Public Contracts Regulations 2015 ('PCR 2015). In procuring such services, where they are above the EU threshold for services (currently 750,000 Euros (£625,050)), contracting authorities are required to publish a contract notice or PIN as a call for competition in the OJEU in the usual way and a contract award notice once the contract has been awarded. The procurement procedure can be determined by the contracting authority and must comply with the Treaty principles of equal treatment and transparency and provide reasonable and proportionate timescales.
- 5.2 The framework will be established through a collaborative procurement exercise to be undertaken on behalf of the Council and the other LBLA Members by the London Borough of Waltham Forest in accordance with the requirements of the EU procurement regulations as detailed in this report.
- 5.3 As the estimated value of the services which the Council would call off under the framework agreement during its lifetime is in excess of £250,000, it is subject to the requirements of the Council's Contract Standing Orders (CSO) in respect of High Value Contracts. CSO 85 provides that any collaborative procurement shall comply with the Council's Standing Orders and Financial Regulations unless in the case of High Value Contract the agreement of the Cabinet is obtained under the CSO No 84(a). Exemption under CSO No 84(a) can be approved by the Cabinet where there are good operational and / or financial reasons, and these reasons are set out in paragraph 3.8 and as detailed in this report.
- 5.4 The techniques and instruments for framework agreements are contained in regulation 33 of the PCR 2015. The term of a framework

shall not exceed 4 years and contracts based on a framework agreement are required to be awarded in accordance with the procedures laid down in the PCR 2015. The council will be able to call-off from the framework without the need for publishing the contracts for the service required, as where a framework agreement has been published in the OJEU, individual call-off contracts under that framework do not have to be published. As with most framework agreements the Council will not be obligated to solely call off barristers under the framework or call off up to the projected spend.

6.0 Diversity Implications

The proposals in this report have been subject to screening and Officers believe that there are no negative diversity implications. However, it is expected that diversity and equality perspectives will be incorporated into the assessment process, with consideration given to diversity and equality issues during pre-tender stage of the procurement.

7.0 Staffing/Accommodation Implications (if appropriate)

None

8.0 Public Services (Social Value) Act 2012

8.1 Since 31st 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 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 Given the specialist nature of the services being delivered under the proposed framework and the limited market for the delivery of these services, Officers have concluded that it is not appropriate to undertake any consultation and that there are no specific measures that can be taken in procuring the framework to improve the economic, social and environmental well-being of the Brent area.

9.0 Background Papers


- (a) Barrister Framework Engagement Letter (Kennedy Cater)
- (b) Brent Projected Spend
- (c) Project Plan and costs

Contact Officers

Phillipa Dieobi
Contracts Lawyer (Contracts Team)
Email: phillipa.dieobi@brent.gov.uk
Tel: 020 8937 1543

Fiona Alderman
Chief Legal Officer
Email: fiona.alderman@brent.gov.uk
Tel: 020 8937 4101

LORRAINE LANGHAM
Chief Operating Officer

 <p>Brent</p>	<p>Cabinet 29 June 2015</p> <p>Report from Chief Operating Officer</p>
<p>Wards Affected: ALL</p>	
<p>Performance Report, Quarter 4 2014/15</p>	

1.0 Introduction

1.1 The Borough Plan for 2013 - 2014 was agreed by Full Council in June 2013. It sets out six priorities for Brent as follows:

- Building a Strong Community
- Promoting Jobs, Growth and Fair Pay
- Making Brent Safer, Cleaner and Greener
- Improving Health & Wellbeing
- Better Lives for Children and Families
- Developing Better Ways of Working

1.2 The Borough Plan is an overarching plan which sets out our vision for the borough. It is part of a suite of plans which, together with the council's Corporate Plan, departmental plans, and individual targets and appraisals, establish the golden process thread for all council activity.

1.3 The purpose of this report is to provide Cabinet with a corporate overview of performance information linked to the current priorities for Brent, to support informed decision-making, and to manage performance effectively.

1.4 The performance measures included within the report represent those considered to be most relevant to tracking achievement against the six corporate priorities for Brent. Where available, quartile and benchmarking information has been used to inform target setting. Annual performance measures are reported when new performance data becomes available.

- 1.5 The performance measures included within this report represent a small subset of those measured within the council. A wider range of performance measures are tracked within each council department, through the One Council programme and by Partners for Brent.
- 1.6 Additional performance measures may be included, by exception, if performance levels highlight particular achievements to be celebrated, or present risks associated with the realisation of Brent's priorities.
- 1.7 This is the last Quarterly Performance report under the 2013-14 Borough Plan as a new one has been agreed for 2015-16. A new suite of key indicators is currently being finalised under the main priorities of the new Borough Plan.
- 1.8 A summary list of high risk indicators for Quarter 4 can be found below::

Jobs, Growth and Fair Pay	<ul style="list-style-type: none"> • Minor planning applications determined within 8 weeks. • Percentage of Brent START unemployed learners in sustained employment. • S106/CIL spend (percentage).
Safer, Cleaner and Greener	<ul style="list-style-type: none"> • Kilograms of household waste collected per household. • Municipal waste sent to landfill (tonnes). • BREEAM Very Good status achieved for all non-residential schemes. • Tree preservation orders.
Improving Health and Wellbeing	<ul style="list-style-type: none"> • Houses in Multiple Occupation licensed under the Additional Licensing Scheme. • % of safeguarding adults investigations which are inconclusive.
Better Lives	<ul style="list-style-type: none"> • Children applying for Reception, Years 1 & 2 who have not been offered a place within 4 weeks. • Average days between a child entering care & moving in with its adoptive family, for those adopted. • Proportion of referrals to childrens social care which are repeat referrals.
Better Working	<ul style="list-style-type: none"> • % of stage 1 complaints responded to within 20 working days. • % of FOIs responded to within 20 working days. • % of black, minority and ethnic staff. • % of lesbian, gay & bisexual staff. • Total agency spend as a proportion of council pay bill.

2.0 Recommendations

2.1 Cabinet has been asked to:

- Note the performance information contained in this report and agree remedial actions as necessary.

- b. Consider the current and future strategic risks associated with the information provided and agree remedial actions as appropriate.
- c. Challenge progress with responsible officers as necessary.

3.0 Financial implications

None.

4.0 Legal implications

4.1 Under section 4 of the Local Government Act 2000, every local authority in England must prepare a sustainable communities strategy for promoting or improving the economic, social and environmental well-being of their area and contributing to the achievement of sustainable development in the United Kingdom. A local authority may modify its sustainable communities strategy from time to time. When preparing or modifying its strategy, a local authority must consult with and seek the participation of “each partner authority” it considers appropriate, and any other person the local authority considers appropriate. The council’s Borough Plan 2013-14 is the council’s current strategy pursuant to section 4 of the Local Government Act 2000.

4.2 In table 3 of part 4 of the council’s constitution, it states that the Cabinet is responsible for formulating and preparing the sustainable communities strategy and then submitting the same to Full Council for consideration and adoption or approval. The sustainable communities strategy constitutes part of the policy framework. The council’s Borough Plan 2013-14 was approved by Full Council in 2013.

5.0 Diversity implications

5.1 There are no direct diversity implications. However the report includes performance measures related to the council’s diversity objectives and is part of the framework for ensuring delivery of these key outcomes.

6.0 Contact officers

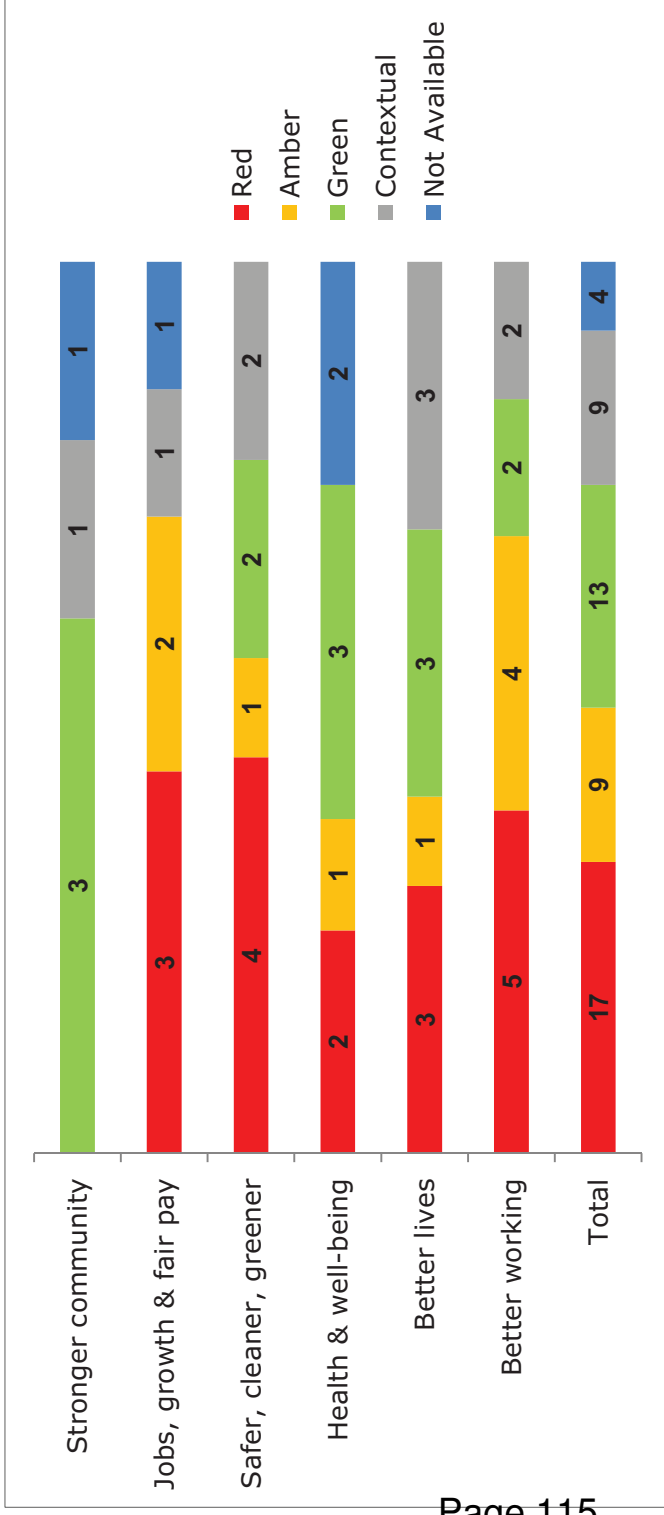
Cathy Tyson, Head of Policy and Scrutiny, Brent Civic Centre, Engineers Way, Wembley, Middlesex, HA9 0FJ 020 8937 1045

LORRAINE LANGHAM
Chief Operating Officer






This page is intentionally left blank

2014/15 Quarter 4 Performance Report

Borough Plan Performance Summary



Unless otherwise defined, performance information is assessed using the following tolerances to give a RAG rating:

	Greater than 10% outside target
	0.01% - 10% outside target
	Equal to or better than target
	Contextual - No target
	Data not available

Stronger Community

Improved Satisfaction											
Performance Indicator	13/14 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	Commentary and Actions	Owner
% of people satisfied with their local area as a place to live	N/A	-	-	84%	-	84%	-	Bigger is Better	■	Data taken from Brent Residents' Attitude Survey, December 2014.	Cathy Tyson

Thriving Local Voluntary Sector											
Performance Indicator	13/14 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	Commentary and Actions	Owner
Income to benefit the borough secured by local voluntary groups, with CVS support	-	£324,650	£386,200	£13,000	£42,000	£765,850	£600,000	Bigger is Better	★	<p>Ansar Youth Project - £5k BBC Children in Need</p> <p>Daniels Den - £8k Awards for All</p> <p>Codec UK - £8k Awards for All</p> <p>Creative Wings - £5k John Lyons Fashion Changed my Life - £16k</p> <p>Total raised £466.6k that we have tracked. Organisations are not compelled to share what funding they have secured from our assistance and we request a breakdown from trusts and foundations but they do not provide them consistently. Our aim is to capacity build, which may contribute to an organisation's overall performance not just impacting their fundraising.</p>	Cathy Tyson
Number of local voluntary sector groups receiving 1-2-1 advice and guidance from CVS	-	52	53	53	-	-	208	Bigger is Better	-	Data taken from quarterly contract monitoring meetings. Not yet available.	Cathy Tyson

Sports, Leisure, Cultural Facilities											
Performance Indicator	13/14 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	Commentary and Actions	Owner
Number of physical visits to libraries per 1,000 population	5,300	1,702	1,691	1,626	1,693	6,712	5,408	Bigger is Better	★		Sue Harper
Number of visits to council sports centres for sports use	1,411,352	389,997	367,206	355,797	375,855	1,488,855	1,413,830	Bigger is Better	★		Sue Harper

Promoting Jobs, Growth and Fair Pay

Regeneration and Economic Growth											
Performance Indicator	13/14 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	Commentary and Actions	Owner
% of major applications determined in 13 weeks	62.5%	50%	50%	66.7%	62.5%	62.5%	65%	Bigger is Better	🟡		Andy Donald
% of minor applications determined in 8 weeks	67.2%	58.9%	48.2%	46.0%	54.1%	54.1%	70%	Bigger is Better	🔴	There is significant improvement for major applications and other applications this quarter, mitigating any risks that arise due to not meeting targets. This is due to the continued emphasis on ensuring that areas of wider importance to the borough have robust processes in place to ensure that such applications avoid default decisions. We are expecting that continued staff development following significant staff changes in 2014/15 will allow similar focus on the performance of minor application in the coming financial year.	Andy Donald
% of other applications determined in 8 weeks	69.7%	79.8%	76.6%	67.0%	76.9%	76.9%	80%	Bigger is Better	🟡		Andy Donald
PR 13 - S106/CIL Spend	-	-	-	-	70%	70%	100%	Bigger is Better	🔴	A large proportion of the underspend (c£2.2m) is being carried forward into 15/16 to complete the relevant projects. Only c£0.1m is actual concrete underspend in 14/15. Responsibility for spending money in the programmed year lies with the Service Units delivering the projects.	Andy Donald
PR 14 - New Homes completed in borough	1,374	-	-	-	-	-	1,065	Bigger is Better	-	We do not complete the annual starts and completions survey for the past year until the end of August.	Andy Donald

Local People in Local Jobs											
Performance Indicator	13/14 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	Commentary and Actions	Owner
% overall borough employment rate (working age)	65.9%	66.9%	67.8%	-	-	67.8%	-	Bigger is Better	🟡	Latest data available from NOMIS is for Oct 2013 - Sep 2014. Employment rate for Brent for this period is 67.8%.	Andy Donald
HE 56 - Brent Start unemployed learners who have sustained employment (%)	-	-	-	-	35%	35%	40%	Bigger is Better	🔴	Underperformance is related to two key areas, the focus of delivery in Brent Start and the ability to capture employment information for leavers. However, for the next reporting year, there will be a much more vocationally focused staff team and there is a strong working relationship with Jobcentre Plus to deliver sector based work academies - working with specific employers (with a particular focus on hospitality sector). We are also looking to introduce a new Management Information System by the start of the new academic year as well as undertaking a Destination Survey amongst leavers so that we can better capture the outcomes from learners who have left.	Andy Donald

Safer, Cleaner, Greener

People Feel Safe on Streets											
Performance Indicator	13/14 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	Commentary and Actions	Owner
% of people who feel safe when outside in their local area after dark	N/A	-	-	63%	-	63%	-	Bigger is Better	■	Data taken from Brent Residents' Attitude Survey, December 2014.	Sue Harper
% of people who feel safe when outside in their local area during the day	N/A	-	-	93%	-	93%	-	Bigger is Better	■	Data taken from Brent Residents' Attitude Survey, December 2014.	Sue Harper

Clean, Safe, Healthy, Green											
Performance Indicator	13/14 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	Commentary and Actions	Owner
% of land assessed as having unacceptable levels of litter	10%	7%	7%	10%	7%	7%	10%	Smaller is Better	★		Sue Harper
Number of flytips reported on public land	7,011	2,858	3,447	3,376	3,268	12,949	12,000	Smaller is Better	●		Sue Harper
Number of kilograms of residual household waste collected per household	486	139	137	137	126	534	480	Smaller is Better	▲	The increase in kilograms of residual waste collected per household reflects the economic recovery being seen in 2014/15. In line with the Public Realm contract target, the contractor (Veolia) will meet the cost of the additional disposal if total waste collected exceeds target.	Sue Harper
Tonnes of municipal waste sent to landfill	65,764	17,328	17,631	17,544	16,284	68,787	55,683	Smaller is Better	▲	There has been an increase in municipal waste tonnages in 2014/15, which reflects the economic recovery.	Sue Harper
PP 15 - BREEAM very good achieved for all non residential schemes	-	-	-	-	50%	50%	100%	Bigger is Better	▲	Of the two projects that completed this year one is on track to achieve BREEAM very good and the other BREEAM was not required.	Andy Donald
PP 16 - All new homes built to Code Level 4	-	-	-	-	100%	100%	100%	Bigger is Better	★	With reference to sites where new homes are planned, the expectation has been that 100% would be built to code level 4 (primarily Brent House). Although not contractual we expect the controls to come through planning policy. The position for the South Kilburn team is exactly the same.	Andy Donald
PR 04 - Tree preservation Orders made/reviewed	10	-	-	-	4	4	10	Bigger is Better	▲	The under performance is due to the fact that there is only one Tree Officer for the Council (me) and that the targets below were made up or set by me more as an indicator for my own purposes. There are no national or London targets to be met with regards to my figures, except to make sure I deal with conservation area notifications within 28 days; and TPO apps within 28 days which I do. My job spec is wide ranging and although desirable to achieve, the updating of TPO's and making of new TPO's where applicable probably relates to approx. 5-10% of my workload.	Andy Donald

Improving Health and Wellbeing

Better Housing											
Performance Indicator	13/14 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	Commentary and Actions	Owner
Net additional homes provided	-	-	-	-	-	-	1527	Bigger is Better	-		Andy Donald
The number of Houses in Multiple Occupation licensed under the Additional Licensing Scheme	N/A	0	0	63	413	413	5000	Bigger is Better	▲	Selective and Additional licencing launched successfully and on time on 1st November 2014. However initial levels of applications lower than originally anticipated. Whilst it is still in its infancy a multifaceted communication approach is being taken in order to make landlords aware of their legal requirement To date just over 4,400 licence applications have been made. Licences are now being issued although there is a legal requirement for consultation period for each application before the licence can be issued.	Andy Donald

Healthier Lives											
Performance Indicator	13/14 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	Commentary and Actions	Owner
Successful completions as a proportion of all opiate drug users in treatment	11.6%	11.7%	10.9%	10%	9.6%	9.6%	10.6%	Bigger is Better	●	Latest figures are for February 2015 as March is still not available. The target is set at the lowest top quartile value. Opiate Successful Completions Brent 9.6% (68/710) Top Quartile Performance Range 10.55% to 13.71%	Melanie Smith

Improving Health and Wellbeing

People Needing Care/Support											
Performance Indicator	13/14 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	Commentary and Actions	Owner
% of people who do not require an ongoing service immediately after Reablement episode	73%	65%	73%	71%	67%	67%	60%	Bigger is Better	★		Phil Porter
% of safeguarding adults investigations which are inconclusive	25%	20%	16%	18%	17%	17%	10%	Smaller is Better	▲	Reducing inconclusive cases has been a priority for the safeguarding team who have concentrated on improving confident decision making and collecting best evidence. The work this year has reduced the amount of inconclusive investigations from 25% last year to 17% this year. Although this did not meet the target set, it has been a great improvement. We intend to build on this next year and maintain working towards the 10% target with a new action which will be developed from an audit and deep dive into these cases.	Phil Porter
% of total client group in residential and nursing care	34%	28%	28.2%	25.1%	24.1%	24.1%	30%	Smaller is Better	★		Phil Porter
Number of carers that receive a completed assessment	531	211	176	309	215	911	454	Bigger is Better	★	We are aiming to add in Mental Health carers assessments from Q1 pending a data process review.	Phil Porter
Social care clients receiving direct payments	17%	26.3%	25.9%	32.6%	100%	100%	-	Bigger is Better	-	The Q4 figure will be subject to change pending a review of the data extraction reports and definition.	Phil Porter

Better Lives for Children and Families

Better Housing											
Performance Indicator	13/14 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	Commentary and Actions	Owner
No of CYP applying for Rec., Yrs 1 & 2 (ages 4-6) not offered a school place w/in 4 wks	0	0	6	2	13	13	0	Smaller is Better	🚩	There has been pressure on Year1 places and challenges in finding a school to manage the Church Lane Annex.	Gail Tolley
Take up of the 2 year old Nursery Education Grant (%)	68%	30%	47%	66%	84%	84%	80%	Bigger is Better	🟢	This is worked out on a cumulative basis.	Gail Tolley

Healthier Lives											
Performance Indicator	13/14 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	Commentary and Actions	Owner
% of schools that are judged good or outstanding by Ofsted	77%	72%	79%	85%	85%	85%	84%	Bigger is Better	🟢		Gail Tolley

Pupil Achievement											
Performance Indicator	13/14 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	Commentary and Actions	Owner
Achievement at level 4 or above in English and Maths at KS 2 (%)	77%	-	80%	-	-	80%	-	Bigger is Better	🟡		Gail Tolley
Achievement of 5 or more A*-C GCSEs incl. English and Maths (%)	63%	-	60%	-	-	60%	-	Bigger is Better	🟡		Gail Tolley
Looked After Children achieving 5 or more A*-C GCSEs incl. English and Maths at KS4 (%)	19%	-	9%	-	-	9%	-	Bigger is Better	🟡		Gail Tolley

Support for Families											
Performance Indicator	13/14 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	Commentary and Actions	Owner
Number of troubled families where outcomes have been achieved	178	216	382	546	704	704	616	Bigger is Better	🟢	The remaining 106 families will be turned around in the next quarter alongside working with the families identified as part of Brent's Early Starter Status.	Gail Tolley

Better Lives for Children and Families

Support for Vulnerable Children and Young People											
Performance Indicator	13/14 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	Commentary and Actions	Owner
Average days between a child entering care & moving in with its adoptive family, for those adopted	599	396	586	548	637	637	550	Smaller is Better	▲	This is a single year figure and has been affected by the successful adoption of a sibling group of three children. The number of children adopted annually is relatively small (n=12) and the average is affected by outlying data. The DfE uses a 3-year average measure for national comparison purposes. The Brent 3-year average for this indicator is 544 days, compared to 600 days for the 3-year period ending 31/03/14. This is a better position than the England average.	Gail Tolley
Proportion of referrals to Children's Social Care which are repeat referrals	12%	10.5%	11.9%	14.4%	13.3%	13.3%	12%	Smaller is Better	▲	The proportion of repeat referrals is above the target, but significantly beneath the Statistical Neighbour (15.2% 13/14) and national (23.4% 13/14) benchmark data.	Gail Tolley
Stability of placements of looked after children: 3 or more placement moves (%)	14.9%	1.5%	7.4%	11.6%	13.5%	13.5%	13%	Smaller is Better	●		Gail Tolley

Developing Better Ways of Working

Quality, Efficiency & VFM Services											
Performance Indicator	13/14 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	Commentary and Actions	Owner
% audit reports receiving substantial or better assurance rating	58%	100%	69%	78%	70%	70%	75%	Bigger is Better	🔴		Conrad Hall
% of Council Tax collected	95.7%	30.9%	56.7%	82.6%	95.6%	95.6%	95.9%	Bigger is Better	🔴	Council Tax collection 0.1% down on 2013/14 and 0.3% down on target. Collectable debit for 2014/15 was £3.6M more than in 2013/14 (reductions in CTS awarded, reductions in discounts and exemptions and increase in number of properties), and cash collected was £3.3M more than in 2013/14, so whilst percentage collection may have been less actual moneys collected significantly increased. Some of the increases in debit arose in the last quarter which made it difficult to collect before 31 March which impacted on final collection figure.	Andy Donald
% of FOI responded to within 20 working days	55%	71%	76%	84%	89%	80%	100%	Bigger is Better	🔴	The figure is a 26% improvement on that achieved in the previous year. The trend is continuing to go in the right direction with Q4 showing 89% responded to on time.	Cathy Tyson
% of people who feel their council is doing a good job	-	-	-	51%	-	51%	-	Bigger is Better	🟡	Data taken from Brent Residents' Attitude Survey, December 2014.	Cathy Tyson
% of people who think the council provides good value for money	-	-	-	42%	-	42%	-	Bigger is Better	🟡	Data taken from Brent Residents' Attitude Survey, December 2014.	Cathy Tyson
% of Stage 1 complaints responded to within 20 working days	76%	72%	79%	68%	82%	75%	100%	Bigger is Better	🔴	The major restructuring of large parts of the Council impacted on the ability to improve their response rates. The situation is improving however with improvements across the Council in Q4.	Cathy Tyson
% of telephone calls answered through the council's ACD system	81%	85%	87%	89%	87%	87%	90%	Bigger is Better	🟡	Continuing upward trend	Andy Donald
Average customer waiting time in local offices (mins)	24	20	21	16	20	20	30	Smaller is Better	🟢		Andy Donald

Developing Better Ways of Working

Performance Indicator	Skilled, Motivated, Effective Workforce										RAG YTD	Commentary and Actions	Owner
	13/14 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?					
% of black and minority ethnic staff (PO8 and above)	18.6%	20.2%	21.4%	22.9%	22.4%	22.4%	25%	Bigger is Better	▲	We have recently conducted focus groups with BAME and female staff to help us develop a leadership programme that will address the under-representation of these groups at senior management levels.	Cara Davani		
% of disabled staff	7.7%	8.3%	8.5%	11.6%	10.1%	10.1%	10%	Bigger is Better	★		Cara Davani		
% of female staff (PO8 and above)	45.6%	47.5%	51.8%	50%	49.2%	49.2%	50%	Bigger is Better	🍌		Cara Davani		
% of lesbian, gay and bisexual staff	3.1%	3.0%	10.9%	4.1%	3.4%	3.4%	5%	Bigger is Better	▲	We are continuing the equalities data refresh to encourage more staff to disclose their sexual orientation.	Cara Davani		
Total agency spend as a proportion of council pay bill (excluding schools)	10.7%	11%	10.7%	9.9%	10.2%	10.4%	8%	Smaller is Better	▲	Agency spend is being regularly scrutinised and challenged at the most senior levels.	Cara Davani		

Complaints

Complaints - Brent Council Level							
Performance Indicator	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	RAG YTD
Total number of Stage 1 complaints received	513	441	445	479	1878	-	🟢
% of Stage 1 complaints responded to within 20 working days	72%	79%	68%	82%	75%	100%	🔴
Total number of complaints escalated to Stage 2	58	55	40	41	194	-	🟢
% of Stage 2 complaints responded to within 20 working days	67%	40%	50%	89%	60%	100%	🔴

Complaints - Adult Social Care							
Performance Indicator	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	RAG YTD
Total number of Stage 1 complaints received	35	25	29	30	119	-	🟢
% of Stage 1 complaints responded to within 20 working days	45%	48%	59%	71%	55%	100%	🔴
Total number of complaints escalated to Stage 2	1	4	4	4	13	-	🟢
% of Stage 2 complaints responded to within 20 working days	0	0	0	0	0	100%	-

Complaints - Children & Young People							
Performance Indicator	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	RAG YTD
Total number of Stage 1 complaints received	21	36	36	29	122	-	🟢
% of Stage 1 complaints responded to within 20 working days	50%	79%	40%	83%	63%	100%	🔴
Total number of complaints escalated to Stage 2	9	3	1	1	14	-	🟢
% of Stage 2 complaints responded to within 20 working days	57%	14%	0	100%	43%	100%	🔴

Complaints - Environment & Neighbourhoods							
Performance Indicator	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	RAG YTD
Total number of Stage 1 complaints received	238	222	152	179	791	-	🟢
% of Stage 1 complaints responded to within 20 working days	81%	92%	79%	90%	91%	100%	🟡
Total number of complaints escalated to Stage 2	14	10	6	8	38	-	🟢
% of Stage 2 complaints responded to within 20 working days	57%	56%	43%	86%	60%	100%	🔴

Complaints - Regeneration & Growth (Excl. BHP)							
Performance Indicator	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	RAG YTD
Total number of Stage 1 complaints received	110	109	106	126	451	-	🟢
% of Stage 1 complaints responded to within 20 working days	71%	68%	70%	77%	71%	100%	🔴
Total number of complaints escalated to Stage 2	17	20	23	13	73	-	🟢
% of Stage 2 complaints responded to within 20 working days	86%	67%	85%	100%	84%	100%	🟡

Complaints

Complaints - BHP							
Performance Indicator	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	RAG YTD
Total number of Stage 1 complaints received	103	45	120	108	376	-	🟡
% of Stage 1 complaints responded to within 20 working days	65%	64%	51%	48%	56%	100%	🔴
Total number of complaints escalated to Stage 2	16	18	5	14	53	-	🟡
% of Stage 2 complaints responded to within 20 working days	60%	17%	24%	100%	45%	100%	🔴

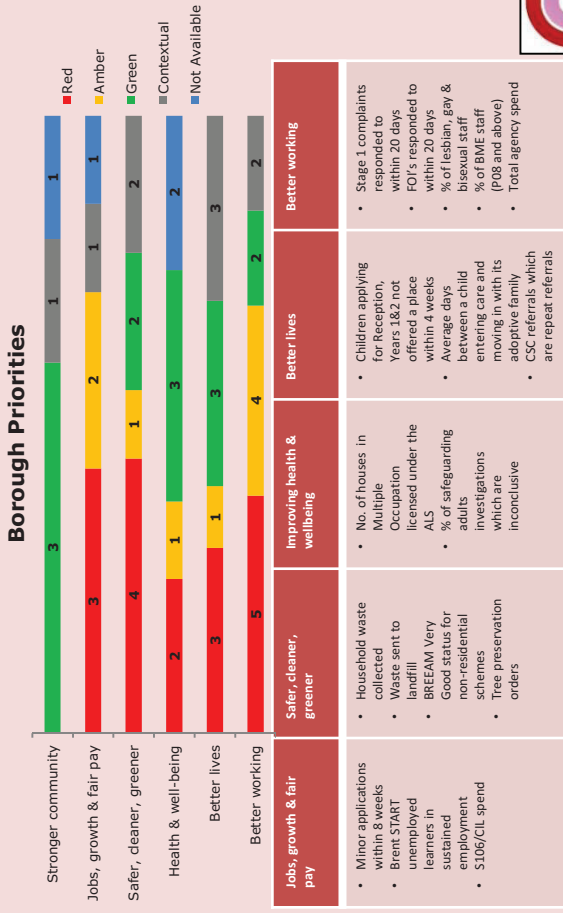
Complaints - Assistant Chief Executive							
Performance Indicator	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	RAG YTD
Total number of Stage 1 complaints received	0	0	1	0	1	-	🟡
% of Stage 1 complaints responded to within 20 working days	0	0	0	0	0	100%	-
Total number of complaints escalated to Stage 2	0	0	1	0	1	-	🟡
% of Stage 2 complaints responded to within 20 working days	0	0	0	0	0	100%	-

Complaints - Finance & IT							
Performance Indicator	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	RAG YTD
Total number of Stage 1 complaints received	1	0	0	4	5	-	🟡
% of Stage 1 complaints responded to within 20 working days	0	0	0	20	17	100%	-
Total number of complaints escalated to Stage 2	0	0	0	0	0	-	🟡
% of Stage 2 complaints responded to within 20 working days	0	0	0	0	0	100%	-

Complaints - Human Resources							
Performance Indicator	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	RAG YTD
Total number of Stage 1 complaints received	0	2	0	0	2	-	🟡
% of Stage 1 complaints responded to within 20 working days	0	100%	100%	0	100%	100%	🟢
Total number of complaints escalated to Stage 2	0	0	0	0	0	-	🟡
% of Stage 2 complaints responded to within 20 working days	0	0	0	0	0	100%	-

Complaints - Legal & Procurement							
Performance Indicator	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	RAG YTD
Total number of Stage 1 complaints received	4	1	0	1	6	-	🟡
% of Stage 1 complaints responded to within 20 working days	100%	50%	0	100	75%	100%	🔴
Total number of complaints escalated to Stage 2	0	0	0	0	0	-	🟡
% of Stage 2 complaints responded to within 20 working days	0	0	0	0	0	100%	-

Performance Measures



Source: Cabinet Performance Report Q4

Finance

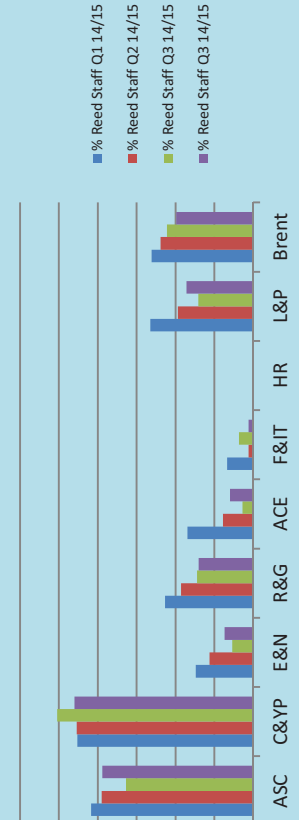
Dept.	Gross Expenditure Budget (£m)	Gross Income Budget (£m)	Net Budget (£m)	Forecast Outturn (£m)	Forecast Variance (£m)
ASC	113.2	(22.1)	91.1	89.6	(1.5)
C&YP	59.4	(17.6)	41.8	42.7	0.9
E&N	72.7	(40.3)	32.4	31.7	(0.7)
R&G	87.2	(54.8)	32.4	31.6	(0.8)
PH	18.8	-	18.8	18.3	(0.5)
Central Departments	36.9	(5.1)	31.8	31.8	-
Total	388.2	(139.9)	248.3	245.7	(2.6)

Source: SFG Financial Report Q4



	ASC	C&YP	E&N	R&G	F&IT	HR	L&P	Brent
FTE permanent staff employed	309	556	328	509	64	172	167	2174
% Agency Workers	19.4%	23%	3.7%	0.7%	3%	0.6%	0	8.6%
Average days sickness	2.0	1.1	2.2	1.2	1.3	1.2	2.1	1.7

% Read Staff

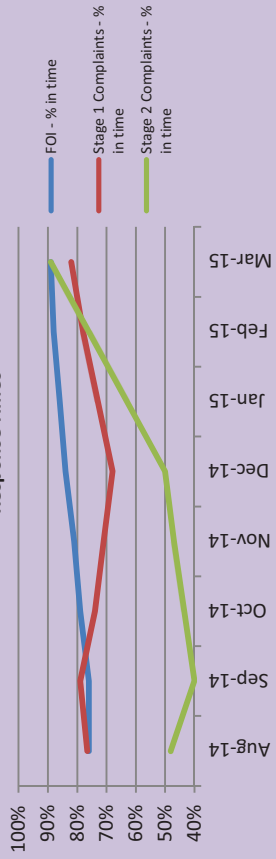


HR

Source: Cabinet Performance Report Q4

Complaints	ASC	C&YP	E&N	R&G	F&IT	HR	L&P	Cross Council	Brent
No. of Stage 1 received	30	29	179	234	0	4	2	1	479
Stage 1 responded in time	71%	83%	90%	63%	0	20%	0	100%	82%
No. of Stage 2 received	4	1	8	27	0	0	0	0	40
Stage 2 responded in time	100%	100%	86%	100%	0	0	0	0	90%
No. of FOIs received	34	77	83	114	13	34	23	16	428
FOIs responded in time	63%	96%	90%	90%	69%	93%	100%	64%	89%


Response Times



Complaints / FOIs

Source: Cabinet Performance Report Q4

This page is intentionally left blank

 <p>Brent</p>	<p style="text-align: center;">Cabinet 29 June 2015</p> <p style="text-align: center;">Report from the Strategic Director of Regeneration and Growth</p>
For Action	Wards Affected: All
<p style="text-align: center;">Award of Contract for a dynamic purchasing system (DPS) for the procurement and management of temporary accommodation</p>	

Appendix 1 is not for publication

1.0 Summary

- 1.1 This report details the competitive tender process of undertaken for establishing a Dynamic Purchasing System (DPS) for the Procurement and Management of Temporary Accommodation (Private Sector Accommodation) in accordance with the Council's Private Sector Accommodation Scheme (PSA) and makes a recommendation as to award pursuant to Contract Standing Orders 88(c). Cabinet approval to invite tenders was obtained in a meeting of the Cabinet on 26 January 2015.

2.0 Recommendations

- 2.1 That Cabinet approve the appointment of the contractors recommended and listed at paragraph 3.1.10 onto the Dynamic Purchasing System (DPS) for the Procurement and Management of Temporary Accommodation. It is anticipated that the DPS will commence in July 2015 for a period of two (2) years with an option to extend up to a further two (2) years.

3.0 Detail

3.1 Background

- 3.1.1 On 26 January 2015 the Cabinet received a report from the Strategic Director of Regeneration & Growth requesting approval for officers to invite Tenders for a DPS to be established on behalf of the London Boroughs of Lewisham, Barnet, Ealing, Hammersmith & Fulham, Hillingdon and Hounslow and the City of Westminster and the Royal Borough of Kensington & Chelsea for the Procurement and Management of Temporary Accommodation. The Cabinet gave approval to Officers to invite

tenders for the DPS and approved the pre-tender considerations as required by the Council's Contract Standing Orders 88(b) including the evaluation criteria.

3.1.2 The report also requested and Cabinet gave approval for authority to be delegated to the:

- Operational Director for Housing and Employment to approve and appoint new service providers onto the DPS, as and when required where they meet the selection criteria set out by the Council
- Strategic Director of Regeneration and Growth to agree annual changes to the management fee.

3.1.3 The DPS tender consisted of two distinct lots, Lot 1 and Lot 2, to meet the Council's requirements for affordable, cost effective and good quality accommodation (TA). Lot 1 consisted of the procurement and management of temporary accommodation within the M25 and Lot 2 consisted of the procurement and provision of temporary accommodation outside the M25. Organisations were invited to bid for one or both lots.

The Tender Process

3.1.4 As detailed in the report to Cabinet on 26 January 2015 and following receipt of Cabinet approval in January 2015, Officers commenced the DPS procurement process. The advertisement for the opportunity was placed in the Official Journal of European Union (OJEU) on 2 February 2015. DPS documentation was made available via the Councils e-tendering system - London Tenders Portal. To gain access to the DPS documents organisations were asked to register their details on the London tenders Portal.

3.1.5 Completion of the registration process enabled organisations to submit an expression of interest and concurrently access the DPS documentation electronically. The tender documentation set out the criteria organisations were required to meet in order to be appointed onto the DPS.

3.1.6 To enable the DPS to be established and operational by July 2015, an initial deadline of 10 April 2015 was given for the return of tender documentation. After this deadline interested organisations may apply to be included onto the DPS by uploading tenders for evaluation at any time throughout the duration of the dynamic purchasing system. Admittance to the dynamic purchasing system will depend on organisations meeting the minimum criteria as stated in the tender documentation by the Council.

22 organisations submitted their tender documentation in accordance with the initial deadline. These are detailed as follows:

Lot 1	7 submissions received
Lot 2	3 submissions received

Lots 1 and 2

12 submissions received

3.1.7 The evaluation of all parts of the tender submission was carried out by a panel consisting of finance officers from Brent Council and housing officers from the London Borough of Brent, Barnet Homes and the Royal Borough of Kensington & Chelsea. The DPS Evaluation consisted of a 2 stage assessment: the questionnaire and method statement assessment.

A scoring range of between 0 and 5 was used to score Bidders response to the questionnaire (where appropriate) and the method statement. The assignment of scores was based on the following assessments:

Assessment	Score
No response to the question	0
Deficient – Response to the question (or an implicit requirement) significantly deficient.	1
Limited – Limited information provided, or a response that is inadequate or only partially addresses the question.	2
Acceptable – An acceptable response submitted in terms of the level of detail, accuracy and relevance.	3
Comprehensive – A comprehensive response submitted in terms of detail and relevance.	4
Superior – As Comprehensive, but to a significantly better degree.	5

For the stage one assessment (questionnaire assessment) bidders were required to obtain a pass for each of the questions/sections where it is stated as being a pass or fail assessment and at least 3 marks out of the available 5 for each of the marked questions in order to be considered eligible for progressing for the second stage of assessment process.

For the stage two assessment (method statement assessment) bidders were required to obtain at least 3 marks out of the available 5 for each question in each section in order to be considered eligible to be appointed on to the DPS (the second question in the resettlement section under lot 2 was exempted from this criteria. The question was used to seek views of the bidders on the possibility of discharging their duty to homeless households, through Private Rented Sector Offers which could be explored on a case by case basis).

The evaluation panel also held a moderation exercise where the scores were cross checked and the final score agreed. This ensured that average scores were not influenced by disparate marks from any member of the evaluation panel.

3.1.8 **Stage 1** – Questionnaire assessment – Included with the tender documentation was a pre qualifying questionnaire. The questionnaire was used to assess organisation’s financial viability, organisation’s legal capability to trade and experience. Organisations were evaluated on their response to questions covering the following areas:

<u>Evaluation area</u>	<u>Pass/fail or scored question including weightings</u>
Sub-contracting/consortia arrangements	For info only – not scored
Professional conduct	Pass/fail
Economic and financial standing	Pass/fail
Insurance	Pass/fail
Health and Safety	Pass/fail
Quality assurance	Pass/fail
Equality	Pass/fail
Environmental weighting	Pass/fail
Experience	Scored questions

Table 1

Organisations that obtained a “fail” for a pass or fail question or scored less than 3 marks out of the available 5 for any of the marked questions in the PQQ failed the initial assessment and were excluded from further consideration in the procurement process.

17 organisations passed the stage one assessment. The split against the lots was-;

- 4 organisations in Lot 1
- 2 organisation in Lot 2
- 11 organisations for both Lot 1 and 2

3.1.9 **Stage 2** – Method Statement assessment - Submitted method statements were evaluated based upon 100% quality to appoint successful organisations onto the DPS. The price for the service was fixed therefore no score or weighting was allocated to price.

The criteria and weightings assigned to the method statements were:

Lot 1

<u>Method statement (Criteria) Lot 1</u>	<u>Weightings</u>
<u>Question 1 - Procurement</u> Please outline the areas in which you are confident you can procure an on-going supply of good quality properties, the methods by which you propose to procure properties and your anticipated relationships with the properties owners, landlords	50%

or other agents.	
<p><u>Question 2 - Repairs and Maintenance</u></p> <p>Please outline your approach to the boroughs' requirements with respect to the initial standard of the properties, repairs and maintenance as detailed in the specification. In particular, the boroughs are interested in how you propose to resource the repairs and maintenance function, how you would ensure all emergency repairs are carried out within the specified timetables, your approach to gas safety inspections and your approach to access difficulties.</p>	25%
<p><u>Question 3 - Complaints and management</u></p> <p>Please outline how you will ensure that complaints from both landlords and licensees are effectively managed to deliver the minimum customer care standards detailed in the specification. In your response, please detail how you would treat the households in the properties, the wider community and any liaison with the placing <i>and host</i> boroughs.</p>	15%
<p><u>Question 4 - Anti-Social Behaviour</u></p> <p>Please outline how your organisation will manage anti-social behaviour for this contract in relation to the specification. You should cover the possibility that a household referred by a borough could be a victim as well as a perpetrator. Boroughs are particularly interested in how tenderers would liaise with referring <i>and host</i> boroughs and the sensitivities which may be involved particularly with respect to child and adult safeguarding issues.</p>	5%
<p><u>Question 5 - Equalities</u></p> <p>Please detail how your organisation would adapt the service to meet the needs of households bearing in mind that they may share different protected characteristics such as Age, Race, Religion or Belief, Disability, Sex, Pregnancy and maternity, or Sexual orientation. Please provide examples in your response which address two or more of the protected characteristics.</p>	5%

Table 3

Lot 2

<u>Method statement (Criteria) Lot 2</u>	<u>Weightings</u>
<p><u>Question 1 - Procurement</u></p> <p>Please outline the areas in which you are confident you can procure an on-going supply of good quality properties, the methods by which you propose to procure properties and your anticipated relationships with the properties owners, landlords or other agents. Please also outline why these areas would be suitable for the families likely to be referred.</p>	40%
<p><u>Question 2 - Repairs and Maintenance</u></p> <p>Please outline your approach to the boroughs' requirements with respect to the initial standard of the properties, repairs and maintenance as detailed in the specification. In particular, the boroughs are interested in how you propose to resource the repairs and maintenance function, how you would ensure all emergency repairs are carried out within the specified timetables, your approach to gas safety inspections and your approach to access difficulties.</p>	20%

<p><u>Question 3 - Complaints and management</u></p> <p>Please outline how you will ensure that complaints from both landlords and licensees are effectively managed to deliver the minimum customer care standards detailed in the specification. In your response, please detail how you would treat the households in the properties, the wider community and any liaison with the placing and host boroughs</p>	15%
<p><u>Question 4 - Anti-Social Behaviour</u></p> <p>Please outline how your organisation will manage anti-social behaviour for this contract in relation to the specification. You should cover the possibility that a household referred by a borough could be a victim as well as a perpetrator. Boroughs are particularly interested in how you would liaise with referring and host boroughs and the sensitivities which may be involved particularly with respect to child and adult safeguarding issues.</p>	5%
<p><u>Question 5 - Resettlement</u> 15% (13% has been allocated to question A and 2% has been allocated to question B)</p> <p>A Please outline your approach to resettling households referred by boroughs who may be unfamiliar with the area where the accommodation is located. Boroughs are particularly interested in the information and advice you may be able to give with respect to education, health and other practical welfare issues. Please include an example of your welcome pack (this will be excluded from the word count)</p> <p>B With reference to paragraph 25 of the service specification for Lot 2 (please see Appendix 4) please outline your organisation’s proposal of how you would work with the boroughs to facilitate and achieve its stated aim. Please also include within your response your expectation of the Council in taking forward this proposal, any anticipated difficulty and risk associated with the proposal. This question is excluded from the mandatory 3 marks requirement that applies to the other questions (see Evaluation methodology for further information).</p>	15%
<p><u>Question 6 - Equalities</u></p> <p>Please detail how your organisation would adapt the service to meet the needs of households bearing in mind that they may share different protected characteristics such as Age, Race, Religion or Belief, Disability, Sex, Pregnancy and maternity, or Sexual orientation. Please provide examples in your response which address two or more of the protected characteristics.</p>	5%

Table 3a

A scoring range of 0 and 5 was used to score each question in each section (see scoring methodology in Table 2).

3.1.10 13 organisations passed the stage two assessments, and were appointed onto to the DPS under the respective lots they bid for. These are:

Organisations on Lot 1	Organisations on Lot 2	Organisations on both Lots
-------------------------------	-------------------------------	-----------------------------------

Atlas Property London	Leena Homes Ltd	Apex Housing Ltd
Capital Homes Services Limited		Cromwood
Central Housing Group Ltd		Eliot Leigh
Lettings International Ltd		Finefair Consultancy Ltd
		London Strategic Housing Association
		Omega Lettings Limited
		Paradigm Housing Group
		Residential Management Group Ltd

Appendix 1 – 3 presents information of the evaluation matrix.

2. Price

2.1 The price for this service has been fixed for the first year of the DPS as follows:

2.1.1 Lot 1 (within the M25) – Current LHA plus management fee. The weekly management fee has been set at £45 per week.

2.1.2 Lot 2 (outside the M25) – Current LHA plus management fee. The weekly management fee has been set at £45 per week for areas that are within 50 miles of central London. This is due to the London property bubble having a ripple effect on the areas that are within a reasonable commuting distance. For areas that are more than 50 miles away from central London, the weekly management fee has been set at £35 per week plus the current LHA.

2.2 The management fee will be reviewed annually on the anniversary of the contract by the Accommodation Service Manager in Brent Council and officers from participating Councils to ensure this fixed price provides value for money to the Councils. A report detailing any proposed changes will be sent to the Strategic Director of Regeneration and Growth for consideration.

The anticipated start date of the contract is 20th July 2015.

3.2 Procuring via the DPS

- 3.2.1 The DPS includes a prescriptive call-off protocol (“the Protocol”) that Officers must adhere too when calling off services under the DPS; the use of the Protocol will ensure fairness and transparency.
- 3.2.2 It should be noted that during the operation of the DPS, the Councils will refine the process for procuring via the DPS to ensure that it continues to meet their needs. Where changes are made to the processes as set out in “the Protocol”, this will be sent out to all service providers on the DPS.
- 3.2.3 It is the intention to categorise suppliers based on the location where they have indicated they will be able to procure accommodation. Service providers will be ranked within each category on the DPS (by application of the award criteria) on the basis of the most economically advantageous in terms of 100% quality (prices are fixed). However, it should be noted that as new service providers are accepted on to the DPS the ranking of service providers might change dependent on scores achieved by service providers
- 3.2.4 In the event that the Councils decide to approach providers the Councils shall decide which providers to approach in the relevant category based on their capability of delivering the Councils’ particular requirement; taking into consideration the location (where the accommodation is required), the capacity of the service provider to provide the required number of properties, their rank within the category and their performance in meeting any previous requests.
- 3.2.5 Where there has been a persistent failure to respond to requests, to accept requests and non delivery or continual poor / sub standard or slow responses to requests this will be deemed to be Poor Performance. Where there is Poor Performance the Council may: suspend the supplier from receiving requests, refuse to make any requests with the Service Provider and or remove the service provider from the DPS.

4.0 Financial Implications

- 4.1 Part 4, section 2.5 of the Council’s Constitution states that contracts for supplies and services exceeding £250k or works contracts exceeding £500K shall be referred to the Cabinet for approval to invite expressions of interest, agree shortlists and invite tenders.
- 4.2 The total agreed budget for expenditure on Temporary Accommodation for 2015/16 is £2.3m. Whilst this proposal is a means to reduce expenditure within this service, there continues to be significant risks attached to the Council’s ability to control demand led pressures relating to this particular service whilst ensuring that statutory duties are met. Officers will continue to closely monitor the impact of both the LHA changes and the wider welfare reform agenda on the service budget.
- 4.3 There are no changes to the Department for Work and Pensions (DWP) TA subsidy regime and therefore this will continue to be based on current arrangements. That is, in most cases, 90 per cent of the appropriate January 2011 LHA rate for the

property (not the household size), that the local authority places the claimant into; plus £40 for London authorities.

- 4.4 The estimated value of this four year contract is £3.75m.
- 4.5 The DPS scheme will utilise Housing Benefit subsidy to fund the lease and management costs of the scheme.
- 4.6 These assumptions are heavily reliant on our capacity to find accommodation that will be sustainable within the welfare constraints. Inevitably this will mean procuring properties in areas where the rents are lower, elsewhere in the country. Although for some households this is not a viable option, and for the largest households there is nowhere in the country that is affordable within the caps.

5.0 Staffing/Accommodation Implications (if appropriate)

- 5.1 None

6.0 Legal Implications

- 6.1 The Homelessness legislations, Part VII of the Housing Act 1996 (“the 1996 Act”) as amended by Homelessness Act 2002, and subsequent legislations, Orders and Code of Guidance govern the duties and obligations on housing authorities for prevention of homelessness and for securing that sufficient accommodation will be available for people who become homeless or who are at risk of becoming so.
- 6.2 Under the legislation certain categories of households, such as families with children and households that include someone who is vulnerable, have a priority need for accommodation. The requirement to provide accommodation to persons who are homeless and satisfy the qualifying criteria for assistance arises under Part VII of the Housing Act 1996 (“the 1996 Act”) as amended by Homelessness Act 2002. The Council has a statutory duty pursuant to section 193 of the 1996 Act to provide temporary accommodation to homeless applicants who satisfy the following criteria: they are homeless; they are eligible for assistance; they are in priority need of accommodation; and, they are not intentionally homeless. The Council also has a duty to secure interim or emergency accommodation, pursuant to section 188 of the 1996 Act, to those persons it has reason to believe may be homeless, eligible for assistance, and have a priority need pending a decision to the section 193 duty, (if any) owed to the applicant.
- 6.3 The properties will be offered either as emergency accommodation in compliance with the duty under section 188 of the 1996 Act or as temporary accommodation under section 193 of the 1996 Act.
- 6.4 Section 206 of the 1996 Act provides that where a housing authority discharges its functions to secure that accommodation is available for an applicant, the accommodation must be suitable. Suitability must be in relation to the applicant and to all members of his/her household who normally reside with him/her, or who might reasonably be expected to reside with him/her.

- 6.5 So far as reasonably practicable the Council shall, in discharging its housing function under Part VII of the 1996 Act, secure that accommodation is available for the occupation of the applicant in its borough, pursuant to section 208 of the 1996 Act. Households who have no overriding need to be in Brent may be offered accommodation outside of the borough in a location which has been identified. Selection of areas will be based upon a number of socioeconomic factors including access to employment, education and affordability. Proximity and transport links to Brent will also be considered. In addition to the obligations under s208 of the 1996 Act, the Homelessness Code of Guidance for Local Authorities, of which the local policy would have regard, advises that housing authorities should aim to secure accommodation within their own district wherever possible.
- 6.6 The value of the DPS over its lifetime as mentioned in paragraph 4 of this report is over £250,000 and in effect, regarded as High Value Contract under the Council's Contract Standing Orders and Financial Regulation, in that Cabinet approval to award/appointment of contractors onto the DPS must be sought. As the value of the contract over its lifetime is higher than the EU threshold for services, the procurement and award of the contract is governed by the EU procurement regulations.
- 6.7 The procurement process for the DPS was commenced under the Public Contracts Regulations 2006 ("PCR 2006") and as such the PCR 2006 continues to apply to the procurement although the Public Contracts Regulations 2015 came into effect in February 2015. Under the PCR 2006, services for provision of Temporary Accommodation partially fall within Part A and B of Schedule 3 to the PCR 2006 but for this particular contract, the bulk of the service falls within Part B therefore being a mixed service, Officers have treated the procurement as a Part B tender. On that basis, the application of the EU procurement rules will be limited. However, in accordance with the EC Treaty principles of fairness, proportionality, non discrimination and transparency, and for the partial application of the EU procurement rules, a compliant competitive procurement process as set out in this report was undertaken by the Council.
- 6.8 The provisions in relation to establishing and use of a Dynamic Purchasing System are detailed under regulation 20 of the PCR 2006 and the advantage of using such a system, which is akin to a Framework Agreement, is that unlike a framework agreement, it allows for new providers in the market to apply for admittance onto the Dynamic Purchasing System throughout the life of the system, which cannot exceed four (4) years unless there are exceptional circumstances.

7.0 Diversity Implications

- 7.1 Two Equality Impact Assessments were originally submitted with the "Authority to invite tenders for a dynamic purchasing system (DPS) for the procurement and management of temporary accommodation" report which was submitted to the Cabinet in January 2015.
- 7.2 The main risk of negative impact arises from relocating families out of London. BAME households are negatively impacted but cultural considerations have been taken into account when identifying areas of relocation thus mitigating the impact on this cohort. There is also a negative impact on women, however the increased lets

to accepted homeless households neutralises this impact as women are over-represented in the homeless population. The analysis recognises that relocating with a young baby can be stressful and is likely to have an adverse impact on these households. The Council aim to mitigate this impact by setting up links with family support groups and childcare services in areas where the accommodation is sourced.

- 7.3 There are variations within the population of Brent in those applying for assistance as homeless persons.
- 7.4 Through pre-selected providers, this scheme is designed to ensure an on-going supply of privately sourced accommodation. Certain types of properties can be specifically sourced, for example, some BAME households tend to have larger households and require larger properties. Households with certain disabilities require ground floor level access. Properties are to be sourced in areas where there is access to support and resettlement. Consideration will be given to transport links to Brent.
- 7.5 Homeless households, of which BAME households are over represented, will spend less time in emergency accommodation which compromises quality of life, educational attainment, and social inclusion and integration.
- 7.6 Efforts will be made to integrate homeless families into communities and avoid them being stigmatized as homeless households. Accommodation providers were asked to demonstrate how they would deal with harassment/ anti social behaviour in order to be successful and are required to submit performance statistics on monthly basis. The following actions have been identified to ensure that affected groups continue to obtain a fair and equitable service as a result of the policy:
- 7.7 The Council will be directly responsible for nominating applicants to the scheme in line with temporary accommodation policy and procedure and will be able to monitor take up by affected groups. Providers were asked to demonstrate how they would implement equalities and deal with harassment/ anti social behaviour in order to be successful. These requirements form part of the contractual obligations.
- 7.8 The Housing Act 1996 code of Guidance makes reference to criteria in the 'suitability of accommodation' order which takes into account education, welfare and medical needs. These criteria will be used to make decisions about whether to place out of borough. The council will adopt a policy using the criteria above to ensure that certain vulnerable groups remain in borough. There will be continuing monitoring and review of provider's commitment to provide an equitable service to homeless applicants.

8.0 Background Information

- 8.1 Report Title: Authority to invite tenders for a dynamic purchasing system (DPS) for the procurement and management of temporary accommodation.
<http://democracy.brent.gov.uk/ieDecisionDetails.aspx?ID=3093>

Any person wishing to inspect the above papers should contact:

Zaheer Iqbal
020 8937 2155
Zaheer.iqbal@brent.gov.uk

Andrew Donald
Strategic Director, Regeneration & Growth

Appendix 2 – ITT quality

Overview of the ITT quality evaluation for Lot 1

ITT Question	Weighting %	ITT 2	ITT 3	ITT 5	ITT 6	ITT 7	ITT 8	ITT 10	ITT 15	ITT 17	ITT 18	ITT 19	ITT 20
<p><u>Question 1 - Procurement</u> Please outline the areas in which you are confident you can procure an on-going supply of good quality properties, the methods by which you propose to procure properties and your anticipated relationships with the properties owners, landlords or other agents.</p>	50%	35	35	37.5	45	32.5	47.5	45	35	47.5	42.5	30	32.5
<p><u>Question - 2 Repairs and Maintenance</u> Please outline your approach to the boroughs' requirements with respect to the initial standard of the properties, repairs and maintenance as detailed in the specification. In particular, the boroughs are interested in how you propose to resource the repairs and maintenance function, how you would ensure all emergency repairs are carried out within the specified timetables, your approach to gas safety inspections and your approach to access difficulties.</p>	25%	15	20	18.75	23.8	18.75	22.5	17.5	25	21.25	22.5	18.75	17.5
<p><u>Question 3 - Complaints and Management</u> Please outline how you will ensure that complaints from both landlords and licensees are effectively managed to deliver the minimum customer care standards detailed in the specification. In your response, please detail how you would treat the households in the properties, the wider community and any liaison with the placing and host boroughs.</p>	15%	9	9.75	9	9.75	9	11.25	10.5	9	9	11.25	9.75	9
<p><u>Question 4 - Anti-Social Behaviour</u> Please outline how your organisation will manage anti-social behaviour for this contract in relation to the specification. You should cover the possibility that a household referred by a borough could be a victim as well as a perpetrator. Boroughs are particularly interested in how tenderers would liaise with referring and host boroughs and the sensitivities which may be involved particularly with respect to child and adult safeguarding issues.</p>	5%	3	3.5	3	3.75	3.5	3.5	4	3	4.25	3	3	3.5
<p><u>Question 6 - Equalities</u> Please detail how your organisation would adapt the service to meet the needs of households bearing in mind that they may share different protected characteristics such as Age, Race, Religion or Belief, Disability, Sex, Pregnancy and maternity, or Sexual orientation. Please provide examples in your response which address two or more of the protected characteristics.</p>	5%	3	3.25	3	3.5	3.25	4.5	3.25	3.5	4.5	3.5	3.25	4.25
Total weighted quality %		65	71.5	71.25	85.8	67	89.25	80.25	75.5	86.5	82.75	64.75	66.75

Overview of the ITT quality evaluation for Lot 2

ITT Question	Weighting %	ITT 2	ITT 7	ITT 9	ITT 10	ITT 14	ITT 17	ITT 18	ITT 19	ITT 20
<u>Question 1 - Procurement</u> Please outline the areas in which you are confident you can procure an on-going supply of good quality properties, the methods by which you propose to procure properties and your anticipated relationships with the properties owners, landlords or other agents. Please also outline why these areas would be suitable for the families likely to be referred.	40%	26	28	38	36	24	38	30	24	24
<u>Question - 2 Repairs and Maintenance</u> Please outline your approach to the boroughs' requirements with respect to the initial standard of the properties, repairs and maintenance as detailed in the specification. In particular, the boroughs are interested in how you propose to resource the repairs and maintenance function, how you would ensure all emergency repairs are carried out within the specified timetables, your approach to gas safety inspections and your approach to access difficulties.	20%	12	15	18	15	13.00	15	18	15	14
<u>Question 3 - Complaints and Management</u> Please outline how you will ensure that complaints from both landlords and licensees are effectively managed to deliver the minimum customer care standards detailed in the specification. In your response, please detail how you would treat the households in the properties, the wider community and any liaison with the placing and host boroughs	15%	9	9	11.25	10.5	9	9.75	11.25	9.75	9
<u>Question 4 - Anti-Social Behaviour</u> Please outline how your organisation will manage anti-social behaviour for this contract in relation to the specification. You should cover the possibility that a household referred by a borough could be a victim as well as a perpetrator. Boroughs are particularly interested in how you would liaise with referring and host boroughs and the sensitivities which may be involved particularly with respect to child and adult safeguarding issues.	5%	3	3.5	3.5	3.75	3.25	4	3	3.25	3.5
<u>Question 5a - Resettlement</u> Please outline your approach to resettling households referred by boroughs who may be unfamiliar with the area where the accommodation is located. Boroughs are particularly interested in the information and advice you may be able to give with respect to education, health and other practical welfare issues. Please include an example of your welcome pack (this will be excluded from the word count)	13%	7.8	7.8	9.75	9.75	9.1	9.1	9.1	8.45	9.1
<u>Question 5b - Resettlement</u> With reference to paragraph 25 of the service specification (for lot 2) please outline your organisation's proposal of how you would work with the boroughs to facilitate and achieve its stated aim. Please also include within your response your expectation of the Council in taking forward this proposal, any anticipated difficulty and risk associated with the proposal. This question is excluded from the mandatory 3 marks requirement that applies to the other questions (see Evaluation methodology for further information).	2%	0.7	0.2	1.3	1.1	1.3	1.2	1.3	0	1.3
<u>Question 6 - Equalities</u> Please detail how your organisation would adapt the service to meet the needs of households bearing in mind that they may share different protected characteristics such as Age, Race, Religion or Belief, Disability, Sex, Pregnancy and maternity, or Sexual orientation. Please provide examples in your response which address two or more of the protected characteristics.	5%	3.25	3.25	4.75	4.5	3	4.5	3.5	3.25	3.75
Total weighted quality		61.75	66.75	86.55	80.6	62.65	81.55	76.15	63.70	64.65

Appendix 3 – Overview of weighted ITT scores for each successful Tenderer

Rank (Lot 1)	Tenderer	Scores
1	ITT 8	89.25
2	ITT 17	86.5
3	ITT 6	85.75
4	ITT 18	82.75
5	ITT 10	80.25
6	ITT 15	75.5
7	ITT 3	71.5
8	ITT 5	71.25
9	ITT 7	67
10	ITT 20	66.75
11	ITT 2	65
12	ITT 19	64.75

Rank (Lot 2)	Tenderer	Scores
1	ITT 9	86.55
2	ITT 17	81.55
3	ITT 10	80.60
4	ITT 18	76.15
5	ITT 7	66.75
6	ITT 20	64.65
7	ITT 19	63.70
8	ITT 14	62.65
9	ITT 2	61.75

Appendix 4 - Paragraph 25 from the service specification for Lot 2


25 Private Rented Sector Offers

The Council wishes to discharge their duty to homeless households, where possible through Private Rented Sector Offers. If a Licensee has been resident for 6 months or more, has not had any rent arrears and there have been no management or anti social behaviour issues, the Council would like the Contractor to consider offering an Assured Shorthold Tenancy to the Licensee in the same property or in an alternative property. This is something the boroughs would like to do, and would work with Providers to overcome any concerns they have.

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

Document is Restricted

This page is intentionally left blank

 <p>Brent</p>	<p>Cabinet 29 June 2015</p> <p>Report from the Strategic Director of Regeneration and Growth</p>
<p>Wards Affected: ALL</p>	
<p>Authority to delegate award of contract for temporary classroom provision at Elsley Primary School to Strategic Director of Regeneration and Growth</p>	

Not for publication

Appendix 1 of this report is Not for Publication

1.0 Summary

- 1.1 This report requests authority to delegate the award of a high value works contract as required by Contract Standing Order No 86 (e) (ii) for the provision of temporary classrooms at Elsley Primary School.
- 1.2 This report explains the anticipated requirement for temporary primary school classroom provision, seeks approval for this temporary project and associated budget and summarises the process undertaken in tendering the contract for the Elsley Primary School temporary classroom provision and the requirement to delegate award.

2.0 Recommendations

Cabinet is recommended to:

- 2.1 Note the anticipated requirement for temporary primary school provision for the 2015-16 academic year.

- 2.2 Approve the proposed project at Elsley Primary School to provide two additional Reception bulge classrooms and two re-located Reception classrooms.
- 2.3 Approve the proposed capital allocation for this temporary project noting the proposed funding sources.
- 2.4 Delegate the award of the contract for the construction of temporary classroom provision at Elsley Primary School to the Strategic Director of Regeneration and Growth in consultation with the Chief Finance Officer and Chief Legal Officer.

3.0 Detail

Background to 2015/16 Temporary Requirements

- 3.1 The School Place Planning Strategy approved by Cabinet in October 2014 identified permanent school expansion projects that were to offer additional school places for September 2015. It also noted that projecting future demand for school places is not an exact science and whilst the primary projections were marginally (by less than five per cent overall) over-estimating demand, it was described as equally possible for the projections to err in the other direction. The match between projected and actual outcomes would need to be closely monitored so that informed adjustments to the planned programme could be made.
- 3.2 Revised school place planning projection data alongside actual applications is continually being reviewed and analysed by Officers. It is anticipated that there will be a requirement to provide additional temporary classrooms for the 2015/16 academic year in order to meet the projected demand for school places in all year groups. As it is difficult to predict exactly when those places will be required during the academic year due to the high volume of late and in-year applications, it is anticipated that most if not all places would need to be available at the start of the academic year in September 2015.
- 3.3 It is proposed that in order to meet this anticipated demand for school places that two additional classrooms are provided at Elsley Primary School for Reception classes in September 2015. This school is part of the approved Phase 3 Permanent Primary School Programme and half of the works proposed in this report will provide accommodation to facilitate the proposed permanent expansion, but in the event that the permanent expansion does not proceed will be required anyway for the temporary classes. Cabinet is asked to approve the proposed project at Elsley Primary School to provide two additional Reception bulge classrooms and two re-located Reception classrooms.

- 3.4 In order to provide the classrooms that are anticipated to be required for September 2015, Cabinet is asked to delegate authority to award the contract for the construction of temporary classroom provision at Elsley Primary School to the Strategic Director of Regeneration and Growth in consultation with the Chief Finance Officer and Chief Legal Officer. Any decision would be taken in the context of the approved School Place Planning Strategy and the emerging status of sufficiency of school places for September 2015. A full update to Cabinet on the provision of sufficient school places for the 2015/16 academic year will be presented in July 2015.

Background to Elsley Primary School Procurement

- 3.5 The expansion of Elsley Primary School by two forms of entry (2FE) is part of the approved Phase Three Permanent Primary School Expansion Programme. This proposed expansion will make the school a four form of entry (4FE) school. Statutory consultation is currently being undertaken and permanent expansion is subject to Cabinet approval.
- 3.6 Accommodation is required to deliver two bulge classes for September 2015 in advance of approval to permanently expand this school. In addition, the procurement exercise has included a further two temporary classrooms to facilitate the anticipated permanent expansion of the school. Therefore, four temporary classrooms are currently being procured for September 2015. The expanded procurement beyond the urgent temporary school places required in September increases the estimated cost of the work and makes this a high value contract.
- 3.7 Due to the exceptional circumstances and timeframe for delivery of the accommodation at Elsley Primary School for September 2015 to meet the anticipated need for additional school places, Members are asked to delegate authority to the Strategic Director of Regeneration and Growth in consultation with the Chief Finance Officer and Chief Legal Officer to award the proposed high value contract on completion of the tender process. This is because the tender evaluation process is expected to complete on Thursday 25 June 2015. The next available Cabinet Meeting for contract award would be 27 July 2015 which would not leave enough time to complete the project for September 2015. It is expected that the Strategic Director of Regeneration and Growth would be able to provide a verbal update on the tender process at this 29 June Cabinet meeting requesting authority be delegated as described to award the contract.
- 3.8 A planning application for the temporary buildings was submitted on 1 May 2015 and the decision on the case is expected by 23 July 2015.

- 3.9 Following planning approval, works will start and will complete so the accommodation is ready for September 2015.

The Procurement Process

- 3.10 The Crown Commercial Service (CCS) Modular Building Framework (RM875) was identified and approved as a legally permissible framework to access for this opportunity on Friday 5 June 2015.
- 3.11 The framework provides a comprehensive range of building solutions arranged into five building types. Each building type has two lots, one for requirements to purchase and one for lease/hire. There are ten (10) lots in total and the lot specific for this opportunity is Lot Seven: Education Buildings – Call Off for purchase.
- 3.12 The new proposed contract will be let using the 2011 JCT Intermediate with Contractor’s Design for two months with a further 12 months defects liability period.
- 3.13 Invitations were made to the framework lot contractors via the CCS e-sourcing tender facility on Friday 5 June 2015 to seek tender submissions. There are seven approved contractors on Lot Seven and to date five contractors have shown an interest in the opportunity. Contractors were provided with detailed specifications and plans in order to form their submissions.
- 3.14 The tendering instructions stated that the contract would be awarded on the basis of the most economically advantageous offer to the Council and that in evaluating tenders, the Council would have regard to the following:

Criteria	Weighting
Assurance of supply	20 %
Quality and management	10 %
Service	10 %
Regulatory	10 %
Innovation	10 %
Cost / Price	40 %

- 3.15 The tender evaluation was carried out by a panel of officers from Property and Projects with officers from Procurement overseeing the process. Also in attendance were representatives from Brent’s appointed project and design team.
- 3.16 All tenders were required to be submitted electronically no later than Thursday 25 June 2015, 12:00:00. Tenders were opened on Friday 26 June 2015. Each member of the evaluation panel read the tenders

using evaluation sheets to note down their comments on how well each of the award criteria was addressed in order to justify the score given.

- 3.17 The panel will meet on Friday 3 July 2015 and each submission will be marked by the whole panel against the award criteria.
- 3.18 The names of the tenderers are contained in Appendix 1. The proposed scoring mechanism is included in Appendix 2. It will be noted that the Tenderer scoring the highest score will be recommended for award of the contract.
- 3.19 It is anticipated that the contract would be awarded and commence on 6 July 2015.

4.0 Financial Implications

- 4.1 Cabinet is asked to approve the proposed capital allocation for this temporary project noting the proposed funding sources. The total estimated cost of the project to provide these temporary classrooms with associated works and fees at Elsley Primary is £1.2m. Of this £665k is attributable to the approved permanent primary school project budget should the permanent expansion be approved first by the Governing Body to proceed with statutory consultation and then by Cabinet following consultation. In the event that the permanent expansion was not approved, the proposed works would still be required for September 2015 therefore approval is sought for the full temporary project cost.
- 4.2 An allocation of £1.2m is proposed to be made from unallocated Basic Needs Capital Funding within the Schools Capital Portfolio. The Financial Profile was previously approved by Cabinet in January 2015. This demonstrated that, whilst there was a forecast deficit across the whole Schools Capital Portfolio to 2020-21, there was sufficient secured funding to meet the forecast costs of delivering the current Phase 3 Permanent Primary School expansion programme of works. At that time, the forecasts for future unsecured Basic Need grant allocations totalled £29.64m for the remaining period of the Financial Profile. Since this information was last reported to Cabinet, a further sum of Basic Need Capital Grant has been secured for 2017/18 of £15.32m. This was in excess of the forecast amount of £7.41m that was previously reported to Cabinet as unsecured funding. This additional income reduces the forecast gap in the full expansions programme. However, the need to provide sufficient school places on time remains and it is therefore proposed that the required £1.2m for this project is allocated from the new Basic Need Capital Grant of £15.32m. It should be noted that in the event that the permanent expansion is approved then £665k of this £1.2m will be charged to the permanent Phase 3 project for which a budget has been established

within the School Expansions Programme, thus reducing the 'new' call on resources to £535k.

- 4.3 The full update to be submitted to Cabinet on the provision of sufficient school places for the 2015/16 academic year in July 2015 will include an updated Financial Profile for the School Expansions Capital Programme.
- 4.4 The Council's Contract Standing Orders state that contracts for supplies and services exceeding £250k or works contracts exceeding £500k shall be referred to the Cabinet for approval of the award of the contract.
- 4.5 The estimated value of this works contract is £900,000.

5.0 Legal Implications

- 5.1 The proposed procurement of a works contract to build four temporary classrooms at Elsley Primary School is deemed a High Value Contract in accordance with Contract Standing Orders and as such the tender process to appoint a works contractor must be in accordance with the Council's own Contract Standing Orders ("CSO") and Financial Regulations.
- 5.2 Officers have undertaken a Further Competition (mini-competition) under the CCS Framework, which was procured in 2011 in accordance with the then Public Contract Regulations 2006 ("the 2006 Regulations"). Therefore, the 2006 Regulations (and not the new Public Contract Regulations 2015) will govern the process for undertaking Further Competitions.
- 5.3 The estimated value of the works contract, as referred to in this report, is below the current EU Threshold for works (£4,322,012) but above the Council's own threshold (£500,000) [CSO 86(e)(ii)], whereby approval to award the contract must be sought from Cabinet. Further, the contract must be procured and awarded strictly in accordance with the criteria and weightings laid out in the CCS Framework call-off process. A standstill period need not be observed by Officers calling off a contract under a framework.
- 5.4 Officers are seeking delegated authority from Members to the Director of Regeneration and Growth in consultation with the Chief Finance Officer and the Chief Legal Officer to award the proposed works contract subject to the proposals tendered being in line with the Council's Place Planning Strategy.

5.5 Should Members be minded to approval the delegation to award the proposed works contract as stated in the recommendations of this report, then Officers are advised to publish the delegated authority decision by way of a report on the Council's website as an officer decision.

5.6 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 school places 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.

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 will be provided by an external contractor and there are no implications for Council staff arising from tendering the contract.

8.0 Public Services (Social Value) Act 2012

8.1 Not relevant

9.0 Impact on School Places

9.1 If this request is not approved, the accommodation could not be provided in time for the start of the academic year in September 2015. It is anticipated that there would not therefore be sufficient Reception class places to meet projected demand at that time, and children who had applied for school places would need to wait until later in the year for accommodation to become available.

10.0 Background Papers

10.1 Not relevant

Contact Officers

Neil Martin
Capital Programme Officer
Email: neil.martin@brent.gov.uk
Tel: 020 8937 4203

Andy Donald
Strategic Director of Regeneration and Growth

APPENDIX 2

TEMPORARY CLASSROOM PROVISION AT ELSLEY PRIMARY SCHOOL CONTRACT

TENDER EVALUATION TEMPLATE

Contractor	Assurance of Supply			Quality and Management			Service			Regulatory			Innovation		
	M	W	T	M	W	T	M	W	T	M	W	T	M	W	T
A		20%			10%			10%			10%			10%	
B		20%			10%			10%			10%			10%	
C		20%			10%			10%			10%			10%	
D		20%			10%			10%			10%			10%	
E		20%			10%			10%			10%			10%	

M = Marked score out of five / W = Weighting / T = Score (equals M=5 x W)

Table 1 – Quality Evaluation Matrix

Contractor	Contractor Price	Lowest Price	Lowest Price ÷ Contractor Price (C)	Price / Cost Score (C x 40%)
A				
B				
C				
D				
E				

Table 2 – Cost / Price Evaluation Matrix


Contractor	Assurance of Supply Score (A)	Quality and Management Score (B)	Service Score (C)	Regulatory Score (D)	Innovation Score (E)	Price / Cost Score (F)	Total (A + B + C + D + E + F)	Ranking
A								
B								
C								
D								
E								

Table 3 – Summary Evaluation Matrix

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

Document is Restricted

This page is intentionally left blank

 Brent	<p style="text-align: center;">Cabinet 29 June 2015</p> <p style="text-align: center;">Report from the Chief Executive</p>
Brent Corporate Plan 2015 - 2016	

1. Introduction

- 1.1 This report sets out – through its attached appendix – the proposed Brent Corporate Plan for 2015 - 2016. The objectives, milestones and success measures set out in the plan have been developed to provide a clear programme of operational activities to deliver the ambitions and outcomes agreed in the ‘Brent Borough Plan 2015 – 2019’ by the Cabinet and Full Council in March 2015.
- 1.2 The Borough Plan constitutes a community strategy for Brent and sets out how the Council, its partner services, local residents, local business and the voluntary and community sector – will, working together, improve the quality of life for local people. The priorities and the promised outcomes identified are firmly rooted in what local people have told us they believe to be the most important things to be achieved.
- 1.3 In order for the strategic objectives contained within the Borough Plan 2015 – 2019 to be translated into specific actions and tangible outcomes, they must be embedded within the council’s planning process and operational management, with progress regularly monitored through our performance management framework.
- 1.4 This Corporate Plan 2015/16 sets out how the agreed priorities within the Borough Plan have been built into the council’s planning for 2015/16. It details the key milestones that will be used to assess progress and the expected outcomes and success indicators that will be used to measure our effectiveness in creating positive change for people living and working in Brent.

The Corporate Plan is supported by detailed service and team plans covering all aspects of the council’s work. Each member of staff has targets relating to the delivery of their team plan so that each person can see how their unique contribution contributes to the overall delivery of the Borough Plan as agreed by members.

2. Recommendations

The Cabinet is asked to:

- 2.1 Agree the Corporate Plan 2015 – 2016.

- 2.2. Regular quarterly and annual reports will be brought to the Cabinet monitoring progress and evaluating performance. The new performance management framework will be subject to a separate report in August 2015.

3. Detailed considerations

The Corporate Plan and the Planning Framework

- 3.1 The Brent Borough Plan 2015 – 2019 has three priority themes which underpin our ambition to make Brent a great place to live and work, where people feel that they have real opportunities to change their lives for the better. The three priorities are:-
- Better Lives
 - Better Place
 - Better Locally
- 3.2 The Corporate Plan 2015 – 2016 sets out in detail the operational actions that the council will take to deliver these priorities. In addition to the three Borough Plan priorities, the Corporate Plan 2015 – 2016 also includes those actions that the council will take to become more efficient and effective: these are collated under the theme 'Better ways of working'.
- 3.3 Effective planning is crucial in all organisations but especially during times of change. It enables us to set objectives and priorities, turn policy decisions into action, decide how best to allocate resources, and review results so that learning feeds back into the decision-making process.
- 3.4 It is through an effective planning framework, with clear processes for monitoring and evaluating progress that all stakeholders can understand exactly what goals are being worked towards and assess progress towards them. An effective planning framework also reflects the role of the organisation and each of its various services and teams – and of each individual within those services and teams – in achieving those goals, and it sets out how performance will be judged.
- 3.5 The Corporate Plan will be actively managed both at member level and at officer level (by the CMT, managers and their teams). It is essential that performance against the plan is regularly monitored so that prompt management action can be taken, where necessary, if there is slippage or if an activity needs to be changed in the light of circumstances. This will feed into the six-monthly monitoring of the Council's Corporate Plan by Cabinet.
- 3.6 Where the council has set specific performance targets to be achieved, it is imperative that departments ensure there are robust and reliable systems in place to collect necessary performance data. Each quarter, the Cabinet will receive a report setting out the council's performance against the key measures and targets in the Corporate Plan that can be monitored on an ongoing basis.

4. Financial Implications

- 4.1 There are no direct financial implications arising from this report. However the Corporate Plan 2015 -2016 does provide the operational framework for the delivery of the Council's Medium Term Financial and achieving greater efficiency in the use of our resources. Over the coming period, the council will face a considerable reduction in its available resources and it is critical that actions set out within the Corporate Plan which contribute towards achieving budget efficiencies are delivered to timescale.

5. Legal Implications

- 5.1 Under section 4 of the Local Government Act 2000, every local authority in England must prepare a sustainable communities strategy for promoting or improving the economic, social and environmental well-being of their area and contributing to the achievement of sustainable development in the United Kingdom. A local authority may modify its sustainable communities strategy from time to time. When preparing or modifying its strategy, a local authority should consult with and seek the participation of “each partner authority” it considers appropriate, and any other person the local authority considers appropriate.
- 5.2 The Corporate Plan 2015 – 2016 sets out the detailed operational actions that the council will take in order to implement its community strategy the ‘Brent Borough Plan 2015 – 2019’.

6. Equalities Implications

- 6.1 Reducing inequality of opportunity and improving the quality of life experienced by all local people is the central objective of the Brent Borough Plan 2015 – 2019 and as such the council’s strategic equality objectives have been built into the actions set out in the Corporate Plan 2015 -2019. Each individual aspect of the plan or changes to services deriving from the plan will be supported by equality assessments.

Contact Officers:

Christine Gilbert
Chief Executive
Christine.gilbert@brent.gov.uk
Tel: 020 8937 1007

Cathy Tyson
Head of Policy & Scrutiny
cathy.tyson@brent.gov.uk
Tel: 07867 169906

This page is intentionally left blank



Brent Corporate Plan 2015 – 2016

Brent Corporate Plan 2015/16

Our Priorities

Better lives

This means:

- Supporting local enterprise, generating jobs for local people and helping people into work and promoting fair pay.
- Making sure that our children and young people have access to the best education and training, achieve to their potential and have the best start in life.
- Enabling people to live healthier lives and reducing health inequalities.
- Supporting vulnerable people and families when they need it.

Better Place

This means:

- Making sure that Brent is an attractive place to live with a pleasant, sustainable environment, clean streets and well-cared for parks and green spaces.
- Continuing to reduce crime, especially violent crime, making people feel safe.
- Increasing the supply of affordable, good quality housing.
- Providing good quality, accessible arts and leisure facilities.

Better Locally

This means:

- Building community resilience and promoting citizenship.
- Making sure that everyone in the borough is able to participate in local democracy, has a fair say in the way that services are delivered and is listened to and taken seriously.

- Working with partners to find new ways or providing services that are more finely tailored to individual, community and local needs.

Better ways of working

This means:

- Accessible and responsive customer services.
- Levels of public satisfaction with public services amongst the highest in London.
- Successful partnership working and shared services
- Performance indicators for all public services amongst the best in London.
- Savings targets met.
- A public service workforce that reflects the community.

Introduction

In January 2015 the council agreed its new Borough Plan 2015 – 2019 following engagement with local people and partners. The Borough Plan sets out a vision for a better future and the priorities and actions that will ensure that it is achieved.

The Borough Plan has three priority themes which underpin our ambition to make Brent a great place to live and work, where people feel that they have real opportunities to change their lives for the better. The three priorities are:

- Better Lives
- Better Place
- Better Locally.

This Corporate Plan 2015/16 sets out how the agreed priorities within the Borough Plan will be built into the council's planning framework, including the key milestones that will be used to assess progress and the expected outcomes that will create positive change for people living and working in Brent.

In addition to the three Borough Plan priorities, the Corporate Plan includes the actions the council will take to improve its internal management arrangements: these are set out under the fourth theme - 'Better ways of working'.

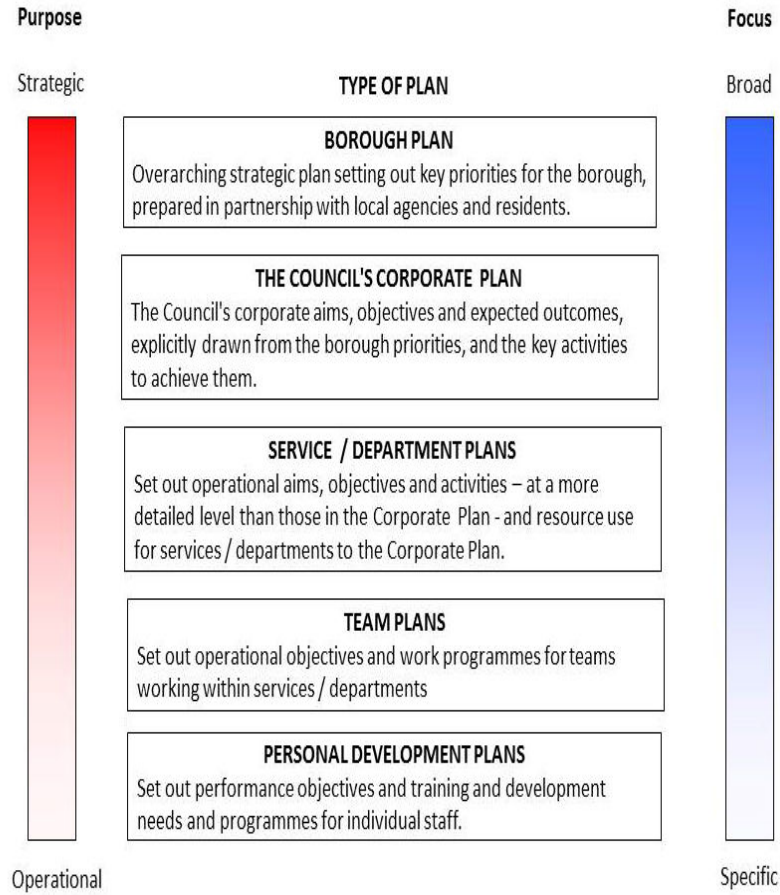
The council's Planning Framework

Our planning process operates through a number of different levels within the council, ranging from the strategic to the detailed and operational. In order that the corporate planning process is effective and efficient each level needs to reflect and reinforce the other levels. It should be possible to trace each of the council's strategic objectives through the various planning levels to show how it is being translated into specific actions within service and team plans which deliver the required outcomes. The council's overall planning framework is shown in the diagram below.

Our planning framework should ensure that there are clear plans in place at all levels with an identifiable 'golden thread' running through it. Every member of staff should be able to see how their unique contribution supports the delivery of our goals. The Corporate Plan provides the basis on which detailed departmental and team plans should be developed.

The Corporate Plan is reviewed annually and a revised Plan will be produced each September.

Detailed guidance on producing effective service and team plans is available from the Policy and Scrutiny Team, in the Chief Operating Officer's Department.



Progress milestones

These are the “stepping stones” that will be achieved by a set point or points during the year. They measure whether the tasks or projects that were planned are on track or have been carried out. Measuring progress is an important part of the monitoring process. However, it is the **outcome** of the activity and its **impact** that matter. The progress milestones need to be supported by clear expected success measures and robust mechanisms to evaluate the impact.

Success measures

Success, or outcome, measures relate to the effectiveness of the service and the difference they make to life in Brent. The most effective outcome measures include a strong element of feedback. It's not just a question of whether we think we're doing a good job, but whether local people think we are. The success measures in the Corporate Plan are the key measures for assessing the impact of our actions in improving the quality of local services and delivering positive change for people living and working in Brent.

Monitoring the Corporate Plan 2015/16

The Corporate Plan will be actively managed. It is essential that progress and performance against the plan are regularly monitored so that prompt management action can be taken to ensure outcomes are delivered as planned. This means departments and teams setting aside time for monitoring progress against the plan as a whole. Once every three months is the minimum requirement for teams to monitor the plan. Some priorities will require more frequent monitoring and managers need to make sure they have arrangements in place to ensure progress.

Each department and team needs to monitor the progress of their activity against the agreed milestones. Key performance indicators also need to be monitored on a regular basis and recorded within the council's monitoring system 'Inphase'.

Progress against the Corporate Plan will be reviewed quarterly by the Corporate Management Team and by the Cabinet on a six monthly basis.

BOROUGH PLAN PRIORITY 1 – BETTER LIVES

1.1 Supporting local enterprise, generating jobs for local people, helping people into work and promoting fair pay.

Outcomes to be achieved:

- Significantly increased investment and economic activity in the borough
- Employment rates at least as good as the London average
- Employment rates for young people at least as high as the London average
- Average incomes at least as high as the London average
- The proportion of local people earning at least the London Living wage as high as the London average

Page 169

Objective	Key Activity	Progress Milestone	Success Measures
<p>1.1.1 To deliver transformational change across the borough, focusing on identified priority and growth areas</p> <p>Contact Officer: Aktar Choudhury</p> <p>Operational Director Planning and Regulation</p>	<ul style="list-style-type: none"> • Produce Investment Plans for Wembley, Alperton, Church End and Burnt Oak growth areas. • Work with land owners and developers to bring forward service delivery in these areas • Actively participate in bringing forward the regeneration of Old Oak Common by fully engaging with the new Mayoral Development Corporation • Support and promote neighbourhood planning across the borough • Produce a comprehensive Neighbourhood Improvement Plan for the St Raphael's estate 	<ul style="list-style-type: none"> • Wembley, Alperton and Church End Investment Plans complete – <i>April 2015</i> • Burnt Oak Investment plan complete – <i>July 2015</i> • Development Corporation established – <i>April 2015</i> • Opportunity Area Planning Framework adopted – <i>March 2016</i> • Harlesden Neighbourhood Forum designated – <i>June 2015</i> • Application for Kilburn Neighbourhood Forum received – <i>September 2015</i> • Sudbury Neighbourhood Plan adopted – <i>December 2015</i> • Neighbourhood Improvement Plan for St Raphael's drafted - <i>October 2015</i> 	<ul style="list-style-type: none"> • Investment and growth demonstrated in priority areas • Momentum for growth and regeneration fully established and maintained in each area • Development proposals come forward at Old Oak that deliver direct benefits to Brent • Clear planning framework established in neighbourhoods with strong local leadership and support • Regeneration plan for the St Raphael's estate delivering agreed improvements

Objective	Key Activity	Progress Milestone	Success Measures
<p>1.1.2</p> <p>To maximise investment in Brent from the private, public and community sectors in line with our regeneration priorities</p> <p>Contact Officer: Aktar Choudhury</p> <p>Operational Director Planning and Regulation</p>	<ul style="list-style-type: none"> • Deliver top quartile performance for determining major planning applications within 13 weeks • Deliver top quartile performance for determining minor planning applications within 8 weeks • Secure appropriate levels of CIL and s106 planning gain from major developments in line with the council's investment and infrastructure plan • Maximise income / investment in the borough through external funding, including bids for New Homes Bonus, ESF, ERDF, Mayor's High Street Fund, Housing Zones and other funding opportunities. Ensure all bids are aligned with Borough Plan priorities. • Develop an approach to bringing empty commercial premises back into use, including through the provision of meanwhile spaces 	<ul style="list-style-type: none"> • Procurement process for development appraisal advisors renewed – <i>April 2015</i> • New and improved reporting format for the Planning Committee introduced – <i>May 2015</i> • Standardised and simplified reports for minor and other applications adopted – <i>May 2015</i> • Performance on concluding s106/CIL agreements reviewed – <i>June 2015</i> • S106 / CIL priorities agreed – <i>April 2015</i> • S106/CIL spend priorities integrated with capital programme – <i>October 2015</i> • New Homes Bonus Projects initiated – <i>April 2015</i> • Wembley High Street Fund Project initiated – <i>April 2015</i> • Funding applications for ESIF programme submitted – <i>September 2015</i> • Plan for commercial premises agreed – <i>September 2015</i> 	<ul style="list-style-type: none"> • 70% of major planning applications determined within 13 weeks • 74% of minor planning applications determined within 8 weeks • 80% of other planning applications determined within 8 weeks • Timely delivery of major schemes in Brent with fewer stalled sites • CIL and s106 funding secured and more closely aligned with Borough Plan priorities • Increased external funding secured to deliver regeneration projects in line with Borough Plan priorities • Reduced number of empty commercial premises in Brent's High Streets

Objective	Key Activity	Progress Milestone	Success Measures
<p>1.1.3</p> <p>To achieve better integration between the skills and employment offers across the Borough.</p> <p>Contact Officer: Jon Lloyd-Owen</p> <p>Operational Director Housing and Employment</p>	<ul style="list-style-type: none"> • Complete the merger of Brent's Employment & Enterprise team and START service to establish a new Employment & Skills Service • Establish strong partnership arrangements for the Employment & Skills sectors in Brent, focussed on the delivery of the Borough's Employment, Skills & Enterprise Strategy. • Develop clear referral pathways between Brent Start courses and employability support and wider services, including Wembley Works and our response to welfare reform. 	<ul style="list-style-type: none"> • New service established – <i>April 2015</i> • Full staffing establishment reached – <i>May 2015</i> • Accommodation strategy agreed – <i>June 2015</i> • New IT systems fully operational – <i>September 2015</i> • Strategic Partnership established in line with Partners for Brent structure – <i>September 2015</i> • Delivery Partnership / Provider Forum meets - <i>Quarterly</i> • Clear pathways developed including those for people impacted by changes to welfare benefits – <i>September 2015</i> 	<ul style="list-style-type: none"> • New service delivering ongoing improvements in the quality of provision. • Inspected provision rated good or better. • Greater collaboration and co-operation across the employment and skills sector, is delivering complimentary provision. • 50% of unemployed learners on vocational courses get sustainable jobs • 35% of residents on job brokerage programme gain work with 75% sustained for 6 months.

Objective	Key Activity	Progress Milestone	Success Measures
<p>1.1.4</p> <p>To increase the number of people in work in Brent's priority neighbourhoods – namely St Raphael's, Church End, Stonebridge, Harlesden, South Kilburn and Chalkhill</p> <p>Contact officer: Jon Lloyd-Owen</p> <p>Operational Director Housing and Employment</p>	<ul style="list-style-type: none"> • Implement the Working Places, Working People Pilot on the St Raphael's estate • Work with LIFT to support the successful delivery of the Harlesden employment project • Work with Catalyst to support the successful delivery of the Church End Neighbourhood Project • Work with the South Kilburn Neighbourhood Trust to support the delivery of the South Kilburn Employment Project • Deliver targeted community learning programmes in priority neighbourhoods, working through the community learning partnership 	<ul style="list-style-type: none"> • St Raphael's estate based Jobs Team established with staff from Brent Council, DWP, Help Somali Foundation and community volunteers – <i>April 2015</i> • Project launched – <i>May 2015</i> • 300 unemployed residents to be engaged – <i>April 2016</i> • Key community lead partner identified in each priority neighbourhood – <i>April 2015</i> • Locality team in place – <i>June 2015</i> • Priority Neighbourhoods Action Plans completed – <i>December 2015</i> • Targeted community learning programmes delivered across the priority neighbourhoods to 1500 participants 	<ul style="list-style-type: none"> • 300 unemployed residents engaged and 48 job starts achieved. • Reduction in the gap between employment and unemployment measures between the priority neighbourhoods and the rest of the Borough • Increased employment engagement and employment outcomes within the priority neighbourhoods • Improved learning outcomes for residents within the priority neighbourhoods

Objective	Key Activity	Progress Milestone	Success Measures
<p>1.1.5 To increase employer engagement and enterprise support throughout the borough</p> <p>Contact officer: Matthew Dibben Head of Employment & Skills</p>	<ul style="list-style-type: none"> • Develop Brent Business Hub and promote this widely as the Borough's online portal for business support and advice • Support the development and growth of the Park Royal Business Partnership • Establish and promote a workforce development offer to established employer partners • Review Wembley Works with a view to establishing a sustainable job brokerage offer, specifically targeted at new employers moving into regeneration areas • Increase the number of local employers taking on apprentices • Increase the number of contracts advertised on the Supply Brent website 	<ul style="list-style-type: none"> • Improved information available for start-ups and self-employment – <i>September 2015</i> • Quarterly partnership meetings – July, October, December and March. • Further local authority liaison seminars undertaken – <i>September 2015</i> • Workforce development courses underway – <i>January 2016</i> • Traineeship programmes operational – <i>September 2015</i> • Scope of Wembley Works review agreed – <i>May 2015</i> • Review complete by <i>July 2015</i> • Business Plan established – <i>Sept 2015</i> • Business Plan being implemented – <i>March 2016</i> • Clear and coherent apprentice offer available – <i>June 2015</i> • By year end at least £6m of contracts advertised – <i>March 2016</i> 	<ul style="list-style-type: none"> • Increased usage of single online portal for local business support and advice • Park Royal businesses satisfied with single point of engagement • 5 workforce development programmes delivered and minimum £65k income secured • 40 traineeship places created • Strong job brokerage offer to local businesses delivers an increase in local employment within regeneration and growth areas • Local young people secure apprentice opportunities as a route to work • Increased value of contracts secured by local businesses

Objective	Key Activity	Progress Milestone	Success Measures
<p>1.1.6 To increase the number of Brent employers paying the London Living Wage</p> <p>Contact officer: Matthew Dibben Head of Employment and Skills</p>	<ul style="list-style-type: none"> Implement the NNDR discount scheme Promote the LLW through procurement practices. 	<ul style="list-style-type: none"> Promote NNDR discount scheme – <i>April 2015</i> Review impact – <i>January 2016</i> 	<ul style="list-style-type: none"> A minimum of 30 Brent businesses accredited as LLW employers Fewer residents earn less than the LLW
<p>1.1.7 To maximise the opportunities and minimise the adverse impacts of Welfare Reform on Brent residents</p> <p>Contact officer: David Oates</p> <p>Head of Customer Service and Benefits</p>	<ul style="list-style-type: none"> Work with DWP and voluntary sector partners to develop and implement an action plan to mitigate the impact on residents and the council of the introduction of Universal Credit Implement recommendations from review of the Council Tax Support scheme in preparation for fundamental changes in 2016-17 and beyond Implement recommendations from review of the Local Welfare Assistance scheme 	<ul style="list-style-type: none"> Universal Credit action plan and Delivery Partnership Agreement with DWP operating – <i>April 2015</i> Quarterly progress reports Customer insight data ready – <i>June 2015</i> Pilots underway – <i>September 2015</i> Bid for <i>Universal Support – Delivered Locally</i> funding – <i>December 2015</i> Detailed proposal for new Council Tax Support scheme agreed – <i>June 2015</i> Public consultation and analysis completed – <i>October 2015</i> Full Council approval – <i>January 2016</i> Detailed proposals for new Local Welfare Assistance scheme agreed – <i>June 2015</i> Public consultation and analysis completed – <i>October 2015</i> Cabinet agreement – <i>January 2016</i> 	<ul style="list-style-type: none"> Local people understand how the new benefit affects them Subject to successful USDL funding bid, targeted mitigation in place for those claimants most vulnerable to the rollout of UC, with negative impacts minimised. New Council Tax Support scheme in place for 2016-17, balancing appropriate support for the most vulnerable residents while ensuring optimum Council Tax recovery. New Local Welfare Assistance delivers joined-up assistance to residents at the point of crisis. Benefit claimants are able to avoid the impact of reforms, and improve their financial position

Objective	Key Activity	Progress Milestone	Success Measures
	<ul style="list-style-type: none">• Provide advice and assistance to benefit claimants impacted by welfare reform, in particular the Overall Benefit Cap and Bedroom Tax	<ul style="list-style-type: none">• Quarterly reports on impact of Overall Benefit Cap and Bedroom Tax	<ul style="list-style-type: none">• Fewer than 150 households in temporary accommodation because of the impact of benefit capping

1.2 Making sure that our children and young people have access to the best education and training, achieve to their potential and have the best start in life.

Outcomes to be achieved

- All local children will have an appropriate school place.
- All Brent schools will be rated as good or outstanding
- Attainment levels will be amongst the best in London for all age groups
- The proportion of young people not in employment, education or training will be amongst the lowest in London

Objective	Key Activity	Progress Milestone	Success Measures
<p>1.2.1</p> <p>To ensure that all schools in the borough provide a high quality education</p> <p>Contact officer: John Galligan</p> <p>Head of School Improvement</p>	<ul style="list-style-type: none"> • Implement the Education Commission Action Plan including the new Strategic Framework for School Effectiveness. • Work with Brent Schools Partnership and the teaching school alliances to deliver effective school-to-school support. 	<ul style="list-style-type: none"> • LA categorisation of all schools agreed and appropriate support commissioned – <i>April 2015</i> • School Effectiveness Partnership Group established and monthly meetings in place – <i>November 2015</i> • Partnership Transition Plan agreed – <i>April 2015</i> • Partnership Transition Plan implemented – <i>October 2015</i> 	<ul style="list-style-type: none"> • At least 95% primary, secondary and special schools rated 'good' or 'outstanding' by Ofsted by 2016 • All primary, secondary and special schools rated 'good' or 'outstanding' by Ofsted by 2017 • No schools in special measures

Objective	Key Activity	Progress Milestone	Success Measures
<p>1.2.2</p> <p>To ensure high quality early years provision in the borough</p> <p>Contact officer: Sue Gates</p> <p>Head of Early Years and Family Support</p>	<ul style="list-style-type: none"> • Provide support and challenge to providers • Continue intensive work with settings with 'inadequate' or 'needs to improve' ratings • Provide briefings and training for managers on "teaching and learning" supervision and performance management and self-evaluation and improvement plans • Review ways advisory teachers work with children's centres to enhance their quality and that of provision in the locality • Promote provider portal for submitting qualifications data 	<ul style="list-style-type: none"> • All PVI settings have an up to date internal quality rating to prepare them for Ofsted inspection – <i>July 2015</i> • Written agreements in place between all less than good settings and improvement team – <i>July 2015</i> • Monitoring of less than good settings – Quarterly • Children's centres strategies for increasing registrations reviewed by Children's Centre Strategic Partners Group – <i>May 2015</i>. • Review reports on progress in qualification levels - Quarterly 	<ul style="list-style-type: none"> • 83% of private, voluntary and independent early years settings judged as 'good' or 'outstanding' by <i>April 2016</i> • 72% of childminders judged as 'good' or 'outstanding' by <i>April 2016</i> • All children's centres judged as 'good' or outstanding by 2016
<p>1.2.3</p> <p>To support children in the Early Years Foundation Stage and narrow the attainment gap</p> <p>Contact officer: John Galligan Head of School Improvement</p>	<ul style="list-style-type: none"> • Integrate all information about Early Years schools and settings into an effectiveness matrix to ensure that support and challenge at the Foundation Stage matches need. • Use school to school support to provide challenge and promote improvement • Carry out cycle of Quality Improvement moderation visits. • Implement Quality Assurance processes for all support and challenge. 	<ul style="list-style-type: none"> • Review confirms that matrix mechanisms are in place and effective – <i>June 2015</i> • Quality Improvement visits delivered – Quarterly monitoring 	<ul style="list-style-type: none"> • 100% of EYFS settings in the borough rated 'good' or 'outstanding' by Ofsted by 2017 • Attainment levels amongst the best in London

Objective	Key Activity	Progress Milestone	Success Measures
<p>1.2.4</p> <p>To ensure high attainment in our primary and secondary schools</p> <p><i>Contact officer: John Galligan</i></p> <p><i>Head of School Improvement</i></p>	<ul style="list-style-type: none"> • Provide support and challenge from the School Effectiveness Service to all schools appropriate to their categorisation • Provide challenge and support to category 3/4 schools using Rapid Improvement Group • Provide and support strategic partnerships between schools in conjunction with the Brent Schools Partnership (BSP) and the teaching school alliances. 	<ul style="list-style-type: none"> • Reports confirm that the Rapid Improvement Group (RIG) process, combined with support from the School Effectiveness Service, is impacting positively on leadership and management - Quarterly • Updates of school effectiveness matrix, informed by RIGs, performance data and other school information - Quarterly • Reports confirm that schools with RIG are on schedule for marked improvement within 12 months or powers of intervention used - Quarterly • CPD / Joint Practice programme established with BSP and Teaching Schools Alliances – <i>September 2015</i> • Good and outstanding schools support schools requiring improvement – <i>April 2016</i> 	<ul style="list-style-type: none"> • By 2017, for each key stage, the percentage of children or young people working at the required standards exceeds National, London and Statistical Neighbours' Average (whichever measure is the highest) by one percentage point • No primary schools below the floor standard • No secondary schools below the floor standard • Attainment levels amongst the best in London

Objective	Key Activity	Progress Milestone	Success Measures
<p>1.2.5</p> <p>To provide sufficient school places on the primary, secondary and SEN sectors in line with the School Expansion Strategy 2014-18</p> <p>Contact Officer: Cheryl Andani</p> <p>Programme Manager</p>	<ul style="list-style-type: none"> • Work with schools to plan and deliver capital projects to provide additional school places within the primary, secondary and SEN sectors in line with projected demand. • Deliver developments to time and within budget. 	<ul style="list-style-type: none"> • All Phase 2 Permanent Primary School Expansion projects completed – <i>September 2015</i>. • Accommodation for an additional 15 Reception classes provided – <i>September 2015</i> • Design development, planning, procurement and statutory consultation completed – <i>February 2016</i> • Work on site on all capital projects in the Phase 3 Permanent Primary School Expansion Programme started – <i>April 2016</i>. 	<ul style="list-style-type: none"> • 8.5 additional forms of primary school entry/1785 primary school places are available for local children for <i>September 2015</i>. • Sufficient Reception places available to offer families who applied on time in January 2015 and who apply late (Jan 15 – Sept 15) or in year (Sept 15 – July 16). • 14 additional forms of primary school entry/2940 primary school places available for local children for September 2016. • Reduction in out-borough SEN placements. • There are sufficient school places to ensure the council meets its statutory duty.

Objective	Key Activity	Progress Milestone	Success Measures
	<ul style="list-style-type: none"> Deliver a comprehensive redevelopment at the Ark Elvin school site. Ensure the borough's local plan and Site Allocations map clearly identified sites to meet future needs for schools and education uses 	<ul style="list-style-type: none"> Elsley Primary School S77 consent – <i>April 2015</i>. Ark Elvin Planning Consent – <i>September 2015</i>. Ark Elvin on site – <i>March 2016</i>. Review of possible school sites completed – <i>May 2015</i> Revised allocations map prepared – <i>July 2015</i> Clear pipeline of potential school sites identified – <i>August 2015</i>. New allocations map adopted – <i>March 2016</i> 	<ul style="list-style-type: none"> Comprehensive redevelopment of the Ark Elvin site delivers new and expanded schools and homes for local people. Increasing numbers of local children have an appropriate school place
<p>1.2.6</p> <p>To ensure that our 18 year olds get the qualifications and skills they need to succeed in life.</p> <p><i>Contact officer: John Galligan</i></p> <p><i>Head of School Improvement</i></p>	<ul style="list-style-type: none"> Provide support and challenge for our local 16 to 19 partnership of schools and colleges. 	<ul style="list-style-type: none"> Partnership scrutiny of 2015 Level 3 un-validated results – <i>October 2015</i> Underperforming institutions identified – <i>October 2015</i> Underperforming institutions challenged – <i>November 2015</i> Improvement plans in place to address concerns – <i>December 2015</i> Monitoring shows improved student progress and projected 2016 Level 3 results – Half Termly 	<ul style="list-style-type: none"> The Level 3 Average Point Score per student will be above the London, National and Statistical Neighbours' Average (whichever measure is the highest) by one percentage point.

Objective	Key Activity	Progress Milestone	Success Measures
<p>1.2.7</p> <p>To make sure that all pupils in groups at risk of underachievement achieve well</p> <p><i>Contact officer: John Galligan</i></p> <p><i>Head of School Improvement</i></p> <p><i>Angela Chiswell</i></p> <p><i>Head of Youth Services (for IAG and transitions)</i></p>	<ul style="list-style-type: none"> • Provide each school with individual performance profiles, identifying underperforming groups • Monitor progress and support with School Effectiveness Professionals • Work with BSP and teaching school alliances to identify local best practice • Support the development of Brent specialist centres • Promote school to school support • Identify relevant national and London good practice to develop in clusters of schools • Work with the National Apprenticeship Service, Brent Employment and Enterprise Service, local employers and local providers to generate apprenticeship opportunities • Commission high quality careers information, advice and guidance on behalf of participating Secondary schools • Work with partners and providers to maximise support for young people during transition in education and to employment or training • Create a system of early identification of young people at risk of disengagement (RONI) 	<ul style="list-style-type: none"> • Performance profiles in place and used by all schools throughout the year – <i>September 2015</i> • First Centre of Excellence identified – <i>September 2015</i> • Partnerships between schools established – <i>September 2015</i> • Review of successful practice undertaken in partnership with BSP and shared with schools – <i>January 2016</i> • Upward trajectory established for each key stage – <i>January 2016</i> 	<ul style="list-style-type: none"> • By 2017, for each key stage, the gap between the percentage of children or young people in an underperforming group (currently boys, pupil premium, Black Caribbean, Somali) working at the required standards is closing with National, London and Statistical Neighbours' Average (whichever measure is the lowest) by at least two percentage points per year • Young people at risk of disengagement are identified and supported • Young people aged 16-18 in the NEET group is below 4.3% in the period <i>November 2015 to January 2016</i>

Objective	Key Activity	Progress Milestone	Success Measures
<p>1.2.8</p> <p>To provide a high quality education for children with special educational needs and disabilities</p> <p><i>Contact officer: Carmen Coffey</i></p> <p><i>Head of Pupil and Parent Services</i></p>	<ul style="list-style-type: none"> • Expand inclusive provision, both in mainstream and special schools, with resources focused more efficiently and effectively on pupils' needs • Continue implementation of the new SEN Framework • Ensure Local Offer in place • Ensure personal budgets in place • Ensure transition plan in place • Deliver EHCP Communication plan • Support high needs pupils transition to FE • Work with local colleges to provide the courses young people with SEND need to fulfil their potential and meet aspirations • Align programme with review of transport services and development of independent travel training to deliver savings • Work with parent representatives to deliver services parents/carers value 	<ul style="list-style-type: none"> • School expansion plans at Manor and Woodfield fully implemented – <i>September 2015</i> • Transition to EHC Plans completed for children and young people with statements in Years 1,5,8 and 11 in accordance with the transition plan – <i>September 2015</i> • Monitoring reports confirm that all pupils needing an EHC Plan receive it on time and to a high quality – Quarterly • All pupils with statements/EHC Plans secure a secondary school place – <i>February 2016</i> • Parent conference held – <i>May 2015</i> • Develop with WLA 'project search' work experience for young people with SEND – <i>June 2015</i> • Contribute to Joint Commissioning and CCG commissioning intentions for 2015/16 - <i>June 2015</i> 	<ul style="list-style-type: none"> • 84 additional local special school and additionally resourced places by <i>September 2015</i> reduce the use of out of borough placements. • All special schools judged as 'good' or 'outstanding', and inclusion provision in mainstream schools judged as 'good' or better. • Children transferring to secondary school know their school destination in line with their peers. • EHC plans are issued within statutory timescales of 20 weeks. • Parents, carers and young people have the information they need to made decisions about their lives • Young people attending college have better outcomes and courses meet their aspirations • More young people travel independently • Transport savings delivered

Objective	Key Activity	Progress Milestone	Success Measures
<p>1.2.9</p> <p>To ensure high quality support and provision for children at risk of exclusion and those requiring education other than at school</p> <p><i>Contact Officer: Janet Lewis</i></p> <p><i>Head of Inclusion and Alternative Education.</i></p>	<ul style="list-style-type: none"> • Work with schools to build capacity to support greater inclusion • Work with Brent Schools Partnership in primary exclusion initiative • Commission and quality assure alternative provision to ensure suitable range of provision at KS3 and KS4 is available in-borough • Coordinate Fair Access Panel at primary and secondary to ensure schools reintegrate excluded pupils where appropriate. 	<ul style="list-style-type: none"> • Report and data on exclusions and interventions shared with schools - Termly • Annual report on exclusion – <i>October 2015</i> 	<ul style="list-style-type: none"> • All permanently excluded pupils are re-engaged with education • 95% of the year 11 cohort are in education, employment or training by <i>September 2016</i>. • Increased number of in-borough Alternative Provision placements ensures better re-integration

Objective	Key Activity	Progress Milestone	Success Measures
<p>1.2.10</p> <p>To ensure high levels of attendance at school among all groups of pupils</p> <p><i>Contact Officer: Janet Lewis</i></p> <p><i>Head of Inclusion and Alternative Education.</i></p>	<ul style="list-style-type: none"> • Tackle persistent absence through enforcement action • Support schools to tackle extended leave • Provide information and data to governing bodies to help promote attendance 	<ul style="list-style-type: none"> • Annual presentation to governors and headteachers on attendance trends/issues Autumn term <p>68 schools supported – <i>July 2015</i></p> <ul style="list-style-type: none"> • Monitoring reports show enforcement action taken against persistent absence - Quarterly 	<ul style="list-style-type: none"> • Overall primary and secondary attendance rates remain above the national average • Reduction in persistent absence

Objective	Key Activity	Progress Milestone	Success Measures
<p>1.2.11</p> <p>To ensure high quality, affordable childcare is available, especially to disadvantaged families</p> <p>Contact officer: Sue Gates</p> <p>Head of Early Years and Family Support.</p>	<ul style="list-style-type: none"> Implement flexible childcare strategy and action plan. 	<ul style="list-style-type: none"> Progress reports - Quarterly 	<ul style="list-style-type: none"> 95% of families with 3 and 4 year olds take up the free child care places. No child is placed in inadequate childcare provision. Families of 5,755 disadvantaged 2 year olds take up childcare places. 83% of private, voluntary and independent childcare settings are judged 'good' or 'outstanding' by Ofsted

June 2015

1.3 Enabling People to live healthier lives and reducing health inequalities

Outcomes to be achieved

- Local health services – including mental health services – will be amongst the best in London.
- Childhood obesity rates will be amongst the lowest in London.
- Health inequalities, including those related to smoking, diabetes, heart disease and substance abuse will be reduced to at least the London average.

Page 186

Objective	Key Activity	Progress Milestone	Success Measures
<p>1.3.1</p> <p>To ensure Brent is a place where everyone can live well</p> <p>Contact officer: Melanie Smith</p> <p>Director of Public Health</p>	<ul style="list-style-type: none"> • Deliver cross-council portfolio of public health projects • Deliver the public health components of the Health and Wellbeing Action Plan • Monitor delivery to ensure projects are on time and budget • Make timely interventions in relation to any slippage 	<ul style="list-style-type: none"> • Health and Wellbeing Board event to consider obesity – <i>May 2015</i> • Brent HWB agreement and endorsement of Obesity Strategy and Action Plan – <i>June 2015</i> • Monitoring by Health and Wellbeing Board – every six months • Diabetes champions appointed and trained - <i>May 2015</i> • Monitoring of PH projects by Public Health Delivery Board – bi-monthly • Exception reporting to Health and Wellbeing Board on progress – every six months. 	<ul style="list-style-type: none"> • Health inequalities reducing • Brent schools achieve Silver London Healthy Schools award <i>March 2016</i> • 55% of people who are offered health checks take up the service • Improved take-up of smoking cessation. • Childhood obesity rates decreasing
<p>1.3.2</p> <p>To ensure good public health services are available for local people</p> <p>Contact officer: Melanie Smith</p>	<ul style="list-style-type: none"> • Complete re-procurement of inherited public health contracts for: <ul style="list-style-type: none"> - Substance misuse services - Sexual health services - Young people’s substance misuse and sexual health services - Brent school nursing services - Post health check intervention 	<ul style="list-style-type: none"> • New contracts operating – <i>April 2015</i> <ul style="list-style-type: none"> - Drug and alcohol - Sexual health services - Young people’s substance misuse and sexual health services - Brent school nursing services - Post health check intervention 	<ul style="list-style-type: none"> • Contracts delivering quality indicators, within budget

Objective	Key Activity	Progress Milestone	Success Measures
<p><i>Director of Public Health</i></p>	<ul style="list-style-type: none"> • Manage the Qualified Providers list for commissioning of public health services from GPs and Community Pharmacists 	<ul style="list-style-type: none"> • New services models for above services in place – <i>September 2015</i> • Monitoring reports on new contracts – Quarterly • Outcomes reports show contract targets on track/met – six monthly • New applications to the list assessed – <i>June 2015</i> • New applicants to the list added – <i>August 2015</i> 	<ul style="list-style-type: none"> • Customers are satisfied with services and new models.
<p>1.3.3 To bring about sustained improvements in sexual health <i>Contact officer: Melanie Smith</i> <i>Director of Public Health</i></p>	<ul style="list-style-type: none"> • Participate with 19 other London Boroughs in the Sexual Health Transformation Programme through membership of the Steering Group and of the Commissioners Group (with legal and procurement) 	<ul style="list-style-type: none"> • Agree new service model and specification for genitourinary medicine (GUM) – <i>May 2015</i> • Agreement of procurement plan by <i>May 2015</i> • Specification agreed – by <i>June 2015</i> • Consultation complete – <i>September 2015</i> • Year-long procurement process underway – <i>November 2015</i> • Reporting confirms on schedule for mobilisation - Quarterly 	<ul style="list-style-type: none"> • Chlamydia detection rate in 15 – 24 year olds of 2,100 diagnoses per 100,000 population. • Under 18 conceptions significantly better than the England average.
<p>1.3.4 To improve partnership working on substance misuse and sexual health <i>Contact officer: Andy Brown</i> <i>Head of Substances Misuse</i></p>	<ul style="list-style-type: none"> • Chair and service an effective Brent DAAT • Implement the Brent Alcohol Strategy • Support development of service user engagement • Develop partnership with Amy Winehouse Foundation to increase resilience in young people 	<ul style="list-style-type: none"> • Monitoring of treatment completion - Quarterly • Monitoring of alcohol strategy action plan – bi-monthly • 4 courses of service-user delivered recovery champion training provided • AWF delivering in 3 Brent secondary schools – <i>March 2016</i> 	<ul style="list-style-type: none"> • 100% of substance misuse and sexual health targets met • Reduction in substance misuse health inequalities

Objective	Key Activity	Progress Milestone	Success Measures
<p>1.3.5</p> <p>To improve children’s health and the public health services they receive</p> <p>Contact Officer: Melanie Smith</p> <p>Director of Public Health</p>	<ul style="list-style-type: none"> • Complete the transfer of commissioning responsibilities for health visiting and Family Nurse Partnership from NHSE • Deliver the children’s Oral Health Plan • Deliver the National Child Measurement Programme 	<ul style="list-style-type: none"> • Transition plan for health visiting in place – <i>April 2015</i>. • Transfer of commissioning responsibilities for health visiting and Family Nurse Partnership complete – <i>October 2015</i> • Monitoring of FNP implementation plan by FNP Advisory Board - Quarterly • Fluoride varnish application programme in 10 primary schools – <i>July 2015</i> • Monitoring reports on Oral Health Plan - Quarterly • Submission of measurement data on reception and Year 6 children to NCMS – <i>October 2015</i> 	<ul style="list-style-type: none"> • [Brent schools achieve Silver London Healthy Schools award <i>March 2016</i> • Childhood obesity rates decreasing • Reduction in the level of childhood tooth decay and improved oral health
<p>1.3.6</p> <p>To deliver an effective public health analytical and intelligence function which supports and drives improvement</p> <p>Contact Officer: Melanie Smith, Director of Public Health</p>	<ul style="list-style-type: none"> • Lead refresh of Joint Strategic Needs Assessment (JSNA) • Publish Pharmaceutical Needs Assessment (PNA) and keep updated • Deliver public health advice to CCG 	<ul style="list-style-type: none"> • Revision of JSNA arrangements – <i>May 2015</i> • JSNA refreshed – <i>October 2015</i> • New MOU with CCG agreed – <i>June 2015</i> • Arrangements to maintain PNA – <i>May 2015</i> • Information briefings published – Quarterly • Annual Public Health Report published – <i>October 2015</i> 	<ul style="list-style-type: none"> • 100% of Brent public health targets met • Partners using JSNA to deliver improvements in health outcomes for local people

Objective	Key Activity	Progress Milestone	Success Measures
<p>1.3.7</p> <p>To develop and deliver a vision for public health, which informs activity across the council</p> <p>Contact Officer: Melanie Smith</p> <p>Director of Public Health</p>	<ul style="list-style-type: none"> Develop and agree a shared Brent Council vision of how we will improve public health in response to the particular health assets and challenges of Brent 	<ul style="list-style-type: none"> Clear vision for public health agreed and in place – <i>May 2015</i> Costed plan for use of PH grant agreed – <i>July 2015</i> Cross departmental priorities to deliver the vision agreed – <i>June 2015</i> Monitoring of achievements to the Public Health Delivery Board - Quarterly 	<ul style="list-style-type: none"> Improved outcomes on all public health indicators
<p>1.3.8</p> <p>To deliver a new healthy living centre in South Kilburn</p> <p>Contact Officer: (Richard Barrett)</p> <p>Operational Director of Property and Projects</p>	<ul style="list-style-type: none"> Secure planning permission for the South Kilburn Health Centre 	<ul style="list-style-type: none"> Design team procured – <i>June 2015</i> Detailed consultation completed – <i>June 2016</i> Planning application for South Kilburn Health Centre submitted – <i>September 2015</i> Planning consent for South Kilburn Health Centre granted – <i>September 2016</i> 	<ul style="list-style-type: none"> South Kilburn residents have access to better local healthcare

1.4 Supporting vulnerable people and families when they need it.

Outcomes to be achieved

- Safeguarding procedures and outcomes for vulnerable adults are judged as amongst the best in London.
- Safeguarding procedures and outcomes for children and young people are judged as amongst the best in London.
- Fostering and adoption outcome measures are amongst the best in London.
- Outcome measures for those identified as vulnerable to domestic violence amongst the best in London.

Page 190

Objective	Key Activity	Progress Milestone	Success Measures
<p>1.4.1</p> <p>To ensure zero tolerance of abuse of adults at risk</p> <p>Contact officer: Yolanda Dennehy</p> <p>Head of Reablement and safeguarding</p>	<ul style="list-style-type: none"> • Redesign safeguarding processes (and reports) in Framework to ensure they are Care Act compliant • Embed 'Making Safeguarding Personal' • Embed new process through training • Realign quality assurance processes respond effectively to all Adult Safeguarding alerts. • Consult with the Brent Safeguarding Adults Board, service user and carer groups and other key stakeholders, and collate and analyse performance data to develop strategic plan and annual report. 	<ul style="list-style-type: none"> • Launch of new SGA process for Care Act – <i>April 2015</i> • New multi-agency quarterly performance and audit reports delivered to Brent Safeguarding Adults Board – <i>June 2015</i> • First BSAB strategic plan (and qualitative annual report) completed – <i>June 2015</i> • Plan launched at the second annual safeguarding conference – <i>July 2015</i> • Full, benchmarked, annual report and new Pan London multi-agency safeguarding protocol launched – <i>November 2015</i> 	<ul style="list-style-type: none"> • 100% of Safeguarding alert screenings completed within 24 hours • No more than 10% of all safeguarding investigations are inconclusive • 63% of completed safeguarding referrals where people report they feel safe (annual survey)

Objective	Key Activity	Progress Milestone	Success Measures
<p>1.4.2</p> <p>To ensure people know about and are able to access the right support to prevent the need for long term support</p> <p>Amy Jones</p> <p>Head of service quality and commissioning</p>	<ul style="list-style-type: none"> • Develop the information, advice and guidance offer • Review IAG offer with key stakeholders • Develop plan to fully align corporate and departmental IAG offer • Work with key stakeholders and local people to tackle social isolation for older people 	<ul style="list-style-type: none"> • New Information, advice and guidance offer delivered - <i>April 2015</i> • Review of offer and compliance with the Care Act undertaken and evaluated - <i>September 2015</i> • Brent Council IAG approach agreed - <i>October 2015</i> • Corporate and departmental IAG contracts aligned and re-procured - <i>April 2016</i> • Social isolation pilot projects launched - <i>June 2015</i> • Pilots evaluated with long term approach agreed - <i>March 2016</i> • A co-produced local strategy and action plan to tackle social isolation agreed - <i>October 2015</i> • Implementation reviews - Quarterly 	<ul style="list-style-type: none"> • Universal access to good quality information, advice and guidance that enables people to help themselves to plan for and obtain the right level of support they need, mainly through resources in the community. • An increasing proportion of residents can plan for and obtain the support they need, mainly through resources in the community • Information and advice provided recorded on all support plans • 73% of people who use services find it easy to find the information about services they need • Social isolation indicators agreed; monitoring shows improvement
<p>1.4.3</p> <p>To improve the early intervention services offered across health and social care to promote independence</p> <p>Yolanda Dennehy</p>	<ul style="list-style-type: none"> • Develop the business case and implementation plan for a fully integrated rehabilitation and reablement services for older people • Deliver the plan • Pilot (and evaluate) new forms of technology to enable people living with dementia to maintain more independence. • Develop procurement plan for 	<ul style="list-style-type: none"> • Health and social care integrated business case rated rehabilitation and reablement service live - <i>June 2015</i>. • New service goes live - <i>October 2015</i>. • Evaluation of dementia Telecare technology completed - <i>August 2015</i> • Model of Telecare/Telehealth for procurement 	<ul style="list-style-type: none"> • 90% still at home after 91 days following hospital discharge • 70% of people do not require a service after reablement • An increase in the percentage of people whose care needs reduce after intervention. New measure - baseline data to be established.

Objective	Key Activity	Progress Milestone	Success Measures
<p><i>Head of Reablement and Safeguarding</i></p>	<p>telecare/telehealth (including dementia technology above), and deliver procurement to provide a new service.</p> <ul style="list-style-type: none"> Work with health, service users and carers to develop and deliver a new approach to enablement for people with a Learning Disability and a Mental health illness 	<p>defined and agreed with health services with health partners - <i>August 2015</i></p> <ul style="list-style-type: none"> Procurement complete and new approach live - <i>April 2016</i> Mini-tender for home support framework - <i>June 2015</i> New goal setting assessment and plan for people with a Learning Disability or a mental health illness identifying outcomes and targets embedded into Mosaic - <i>October 2015</i> Service goes live - <i>October 2015</i>. 	<ul style="list-style-type: none"> 20% increase in the number of people supported with telecare and telehealth solution to live independently. 120 LD Reablement packages implemented in the first year and 60 MH reablement support packages. Evidence of a reduction/cessation of support costs for 50% of individuals supported.
<p>1.4.4</p> <p>To ensure anyone with an ongoing social care need has choice and control to ensure improved health and well being</p> <p><i>Helen Duncan-Turnbull</i></p> <p><i>Head of Support Planning and Review</i></p>	<ul style="list-style-type: none"> Design and implement new approaches to measuring service user experience and outcomes (for reviews) Deliver staff development through training, team meetings and quality assurance which are focused on creative support planning Co-produce by jointly designing, consulting on and then implementing a new operating model for Mental Health social care assessment and care management. Develop model for social care representation on all Brent Care Management Networks and in Whole Systems Integrated Care (WSIC) with single point of contact identified for all GP networks and implement. Review the current Market Position 	<ul style="list-style-type: none"> Service user experience feedback implemented - <i>April 2015</i>. Reports to DMT - <i>June 2015</i> New outcome review approach launched - <i>June 2015</i> First report on outcomes from reviews - <i>October 2015</i> Cabinet report on new operating model - <i>May 2015</i>. New operating model implemented - <i>October 2015</i> 100% attendance at BCMNs - <i>April 2015</i> and thereafter Whole Systems Integrated Care pilot launched with social care input - <i>October 2015</i> 	<ul style="list-style-type: none"> 100% of service users have a Personal Budget enabling more choice and control of the services they receive. Increased take up of Direct Payments across all customer groups to 38% - national indicator 60% of outcomes reviewed fully met. 67% of people who use services who have control over their daily life (annual survey) A score of 18.5 for Social care-related quality of life (annual survey) 50 most complex cases presented at BCMNs and improved support plans delivered

Objective	Key Activity	Progress Milestone	Success Measures
	<p>Statement (MPS) with key stakeholders including Health partners and Housing</p> <ul style="list-style-type: none"> Co-produce a revised and updated MPS to reflect our collective intentions Deliver a diverse market of care and support locally, including increased 'accommodation plus' provision Review our approach to local market engagement and the effectiveness of the current Brent Market Development Strategy (MDS) with Key Stakeholders 	<ul style="list-style-type: none"> Revised and updated Brent MPS published - <i>July 2015</i> Reviewed and updated MDS published - <i>September 2015</i> 	<ul style="list-style-type: none"> Delivery of targets to identify and deliver new units of 'accommodation plus' provision in line with New Accommodation for Independent Living (NAIL) project targets including the delivery of 100 new units of extra care accommodation by <i>January 2016</i> and 26 units of supported living units by August 2016 10% reduction in the number of people in residential and nursing care by <i>April 2016</i>
<p>1.4.5</p> <p>To transform in-house services in line with market and value for money</p> <p><i>Nancie Alleyne</i></p> <p><i>Head of Direct Services</i></p>	<ul style="list-style-type: none"> Consult on changes to New Millennium Day Centre, Kingsbury Resource Centre and Tudor Gardens Co-produce alternatives for day services Design and deliver options appraisals Develop business plans for John Billam and Shared Lives, moving from first phase increasing numbers, to second phase of business planning to confirm the long term model Review and streamline financial assessment and deferred payments process, building in quarterly reporting 	<ul style="list-style-type: none"> Report to Cabinet setting out the long term proposals for NMDC, KRC and Tudor Gardens approved – <i>June 2015</i> Agreed changes implemented - <i>October 2015</i> onwards John Billam up to full capacity, based on new business plan - <i>June 2015</i> Shared Lives working at new capacity - <i>June 2015</i> Business plans developed and agreed as appropriate – <i>October 2015</i> Deferred payments offered to everyone who is eligible - <i>April 2015</i> onwards 	<ul style="list-style-type: none"> 100% of services users reviewed and personalised support plans (with clear outcomes) agreed with service user, advocate or appropriate person. John Billam externally recognised as a centre of excellence for supporting people with a Learning Disability and Autism Service user indicators and targets agreed and met. 100 deferred payments set up by <i>March 2016</i> 100% of service users to be sent a

Objective	Key Activity	Progress Milestone	Success Measures
		<ul style="list-style-type: none"> New processes go live, with clear public facing standards – <i>April 2015</i> 	<p>letter with details of their charge following the financial assessment, within 5 working days of visit.</p>
<p>1.4.6 To deliver a new service to carers in line with the Care Act</p> <p>Contact officer: <i>Phil Porter</i></p> <p>Strategic Director Adult Social Care</p>	<ul style="list-style-type: none"> Co-produce and implement a new carers' assessment Undertake a co-production project with health and carers to identify the gaps in the market and new ways of delivering support for carers Ensure there is wider range of support for carers to ensure they can continue to care for their family and friends. 	<ul style="list-style-type: none"> New carers assessment updated in MOSAIC and operating - <i>April 2015</i>, Review of performance data to understand impact - monthly Corporate decision taken about the long term approach to assessing and providing carers support take in light of understanding first 6 months of Care Act – <i>November 2015</i> 2 year joint review of the Carers Hub complete - <i>May 2015</i> Revised Carers Offer confirmed - <i>June 2015</i> Co-production project delivers recommendations - <i>October 2015</i> Full revised and implemented new offer - <i>April 2016</i> 	<ul style="list-style-type: none"> 20% increase in carers assessments for 2015/16 ASCOF 3B – Increase overall satisfaction of carers with social services beyond regional benchmark to 40%
<p>1.4.7 To implement the Care Act funding reforms to ensure we support everyone with a social care need</p> <p>Contact officer: <i>Phil Porter</i></p> <p>Strategic Director Adult Social Care</p>	<ul style="list-style-type: none"> Consult on and draft a response to the consultation on Phase 2 (<i>April 2016</i>) of the Care Act as part of revising preparation plan Use the London commissioning tool for identification of self-funders to continue to refine the understanding of the social care market Continue financial impact modelling for Adult Social Services based on the above Define IT requirements on basis of consultation and engage with IT suppliers to identify options for 	<ul style="list-style-type: none"> Response to consultation on the guidelines - <i>April 2015</i> Revised programme plan in place - <i>May 2015</i> Report to Cabinet on plan and issues and risk - <i>June 2015</i> Financial impact mapping completed - <i>November 2015</i> Early assessments of self funders taking place - <i>December 2015</i> onwards IT finance systems in place - <i>December 2015</i> Planning complete and Adult Social Services signed off as Care Act compliant for phase 2 - <i>March 2016</i> Systems are in place to commence 	<ul style="list-style-type: none"> Planning complete and Adult Social Services signed off as Care Act compliant for phase 2 by March 2016. Systems are in place to commence responding to enquiries and arranging financial assessments from October 2015. Council meets its increased statutory responsibilities Everyone with a social care need is supported

Objective	Key Activity	Progress Milestone	Success Measures
	delivering the requirements	responding to enquiries and arranging financial assessments - <i>October 2015</i>	
<p>1.4.8</p> <p>To ensure disabled children receive a prompt and consistent service</p> <p><i>Contact Officer</i></p> <p><i>Carmen Coffey</i> <i>Head of Pupil and Parent Services.</i></p>	<ul style="list-style-type: none"> • Provide integrated services for the children with the greatest level of need in line with new legislation. • Improve access to direct payments for care, transport, short breaks and other services. 	<ul style="list-style-type: none"> • Monitoring reports - Quarterly • All SEN plans will be converted to ECH plans - <i>March 2016</i> • Develop joint commissioning arrangements between social care, education and health – <i>January 2016.</i> • Gather feedback from users and carers - Quarterly 	<ul style="list-style-type: none"> • Positive feedback from service users and carers • 10% reduction in complaints from parents • 75% of care at home packages to transfer to direct payments. • More families benefit from joined up planning across health, education and social care. • Services jointly commissioned across key agencies ensuring a seamless approach to delivery. • More parents utilising direct payments as opposed to using care at home support.
<p>1.4.9</p> <p>To ensure that Looked After Children get the support they need to thrive</p> <p><i>Contact officer:</i> <i>Nigel Chapman</i></p> <p><i>Head of Placements</i></p>	<ul style="list-style-type: none"> • Recruit foster carers and provide high quality support and training. • Formulate adoption plans for suitable children and progress without delay. 	<ul style="list-style-type: none"> • Corporate parenting committee reporting to track progress - Quarterly • Programme of support and training implemented – <i>July 2015</i> • Monitoring of uptake and impact - Quarterly • Monitoring to ensure that children in need of adoption are being appropriately identified and care plans progressed - Quarterly. • Feedback from fostering and adoption panel incorporated into reporting – Quarterly • Service improvements delivered and reported - Quarterly 	<ul style="list-style-type: none"> • Proportion of children placed with Brent foster carers increases to 50% of total placements or 65% of all foster placements. • The Adoption Scorecard annual A1 indicator will be 500 days (2015-16) and the 3-year average (2012-15) will reduce from 600 days to 550 days, with an increase in the number of children placed for adoption. • Services for Looked After Children rated as at least 'good' by Ofsted.

Objective	Key Activity	Progress Milestone	Success Measures
<p>1.4.10</p> <p>To provide suitable placements for children and young people who need them, achieving value for money and budget targets</p> <p><i>Contact officer: Nigel Chapman</i></p> <p><i>Head of Placements</i></p>	<ul style="list-style-type: none"> • Implement new framework for Independent Fostering placements. • Commission appropriate placements for children who become looked after through both internal Brent placement options and the private and voluntary market • Negotiate cost and volume discounts for placements through the WLA benchmarking data and new framework agreements. 	<ul style="list-style-type: none"> • Corporate Parenting Committee receives reports on progress against outcomes - Quarterly. • Impact of Framework for Independent Fostering Placements monitored - Quarterly 	<ul style="list-style-type: none"> • No more than 13% of children have 3 or more placements in one year • Brent foster care placements increases to 65% of all fostering placements (including Kinship). • 75% of all IFA placements to be on the WLA Framework • Budget targets achieved
<p>1.4.11</p> <p>To ensure zero tolerance of abuse of children at risk and provide high quality safeguarding to keep children and young people safe</p> <p><i>Contact officer: Sarah Alexander</i></p> <p><i>Head of safeguarding and Quality Assurance</i></p>	<ul style="list-style-type: none"> • Provide high quality Local Authority Designated Officer (LADO) service that deals with allegations against professionals efficiently and effectively. • Provide training to ensure all children social work staff follow best practice • Work closely with the Independent Chair to improve the effectiveness of the BSCB. 	<ul style="list-style-type: none"> • Detailed data analysis of impact and outcomes included in the LADO annual report and presented to the LSCB - <i>June 2015</i> 	<ul style="list-style-type: none"> • Allegations against professionals referrals effectively dealt with in a consistent and timely fashion • 80% of LADO cases resolved within one month, 90% within three months, and all but the most exceptional cases completed within 12 months • Service is rated as at least 'good' by Ofsted in safeguarding inspection

Objective	Key Activity	Progress Milestone	Success Measures
<p>1.4.12</p> <p>To ensure that all Looked After Children achieve their potential</p> <p>Contact officer: Janet Lewis</p> <p>Head of Inclusion and Alternative Education</p>	<ul style="list-style-type: none"> • Produce up to date Personal Education Plans for each Looked After Child with clear educational outcomes/targets • Establish an improved data tracking system for Looked After Children which supports early targeted intervention. • Produce guidance for agencies supporting education of Looked After Children and provide training, including for all Designated Teachers in Brent Schools • Establish an effective Management Committee to oversee the work of the Virtual School 	<ul style="list-style-type: none"> • PEP Tracking Data reviewed by Team Managers/Virtual School Head with action/escalation if child is not making progress - monthly • Quality assurance of the PEP by the Virtual School at 3-month stage throughout the year • Guidance and training provided for all local schools/colleges – <i>September 2015</i> • Monitoring demonstrates that regular sessions are offered to Designated Teachers in local schools/colleges - Quarterly 	<ul style="list-style-type: none"> • 100% of LAC have an up to date PEP in place • 66% of children will have achieved L4+ at KS2 • 18% of looked after children will have achieved 5 or more A* to C grades (including English and Maths) at GCSE • 80% of looked after children will have stayed on in education, training or have obtained employment at age 17

Objective	Key Activity	Progress Milestone	Success Measures
<p>1.4.13</p> <p>To improve the quality and consistency of our social work practice through effective recruitment and retention of permanent staff.</p> <p><i>Contact Officer: Graham Genoni Operational Director Children's Social Care</i></p>	<ul style="list-style-type: none"> • Implement the recruitment and retention strategy • Continue with the programme of regular practice audits and monitoring. • Participate in the Innovations Fund Signs of Safety Project. • Ensure effective transfer of knowledge and casework • Ensure effective induction of new staff 	<ul style="list-style-type: none"> • Monitor and report on recruitment and retention strategy - Quarterly • Report on outcomes of practice audits – Quarterly • Deliver improvements resulting from audits – as required • SOS Implementation Plan delivered and monitored - monthly 	<ul style="list-style-type: none"> • 70% of social workers on a permanent contract (by <i>May 2015</i>) and 75% (by <i>March 2016</i>) • Clear evidence of improved social work practice. • Signs of Safety embedded and evidenced in direct work with children and families, child protection conferences and management of front line staff. • Ofsted inspection rates service as good or outstanding
<p>1.4.14</p> <p>To ensure 0-4 year olds are ready for school and there is early support for disadvantaged children</p> <p><i>Contact officer: Sue Gates Head of Early Years and Family Support.</i></p>	<ul style="list-style-type: none"> • Reconfigure children's centres to ensure a sustainable future • Provide direct family support services and bring together relevant services around the family through a systematic process of panel meetings and review • Implement the expanded Troubled Families programme 	<ul style="list-style-type: none"> • Report to Cabinet on Children's Centre procurement by <i>July 2015</i> • New model of delivery in place for children's centres 1 <i>September 2015</i> • Brent plans for Troubled Families Expanded Programme operating - <i>April 2015</i> Quarterly • Impact reports to DMT Quarterly and CMT when required. 	<ul style="list-style-type: none"> • 65% registration rate of disadvantaged children at children's centres • Working with 600 new families by <i>April 2016</i> on the Expanded Programme. • Performance indicators confirm improved outcomes for Brent families with the most complex needs • 810 families in Phase 1 of the Troubled Families Programme are turned around by <i>May 2015</i>.

June 2015

BOROUGH PLAN PRIORITY 2 – BETTER PLACE

2.1 Making sure that Brent is an attractive place to live, with a pleasant, sustainable environment, clean streets and well-cared for parks and green spaces.

Outcomes to be achieved

- Outcome measures for street cleanliness and waste management and recycling amongst the best in London.
- Residents’ satisfaction with the cleanliness and appearance of the borough’s streets, parks and green spaces amongst the highest in London.

Page 199

Objective	Key Activity	Progress Milestone	Success Measures
<p>2.1.1</p> <p>To make Brent a clean and attractive place to live</p> <p><i>Chris Whyte</i></p> <p><i>Operational Director Community Services</i></p>	<ul style="list-style-type: none"> • Produce and implement a Public Realm Strategy and Action Plan that guides the management of the Public Realm Contract • Re-procure the street trees contract, ensuring improved value for money • Maintain a clean public realm • Promote and support change in public behaviour with regard to the environment • Increase volunteering in public realm related activities 	<ul style="list-style-type: none"> • Public Realm Contract Strategy agreed and adopted - <i>May 2015</i>. • New street trees contract ready for roll out - <i>April 2016</i> • Progress made on all key activities and reported - Quarterly 	<ul style="list-style-type: none"> • Fewer than 10 % of streets and open spaces below the standard for litter • Fewer than 6% of streets showing graffiti. • 10% reduction in fly tipping and an increase in successful prosecutions of offenders • Improved waste arrangements at houses in multiple occupation • Improved recycling rates, particularly of food waste • A reduction in landfilled waste • Over 65% satisfaction with cleanliness of streets and open spaces • Clear and specific evidence of more residents taking action for themselves, with an increase in community clean up events

Objective	Key Activity	Progress Milestone	Success Measures
<p>2.1.2</p> <p>To promote and support sustainable transport opportunities and manage the use of the road network</p> <p><i>Tony Kennedy</i></p> <p><i>Head of Transportation</i></p> <p><i>Gavin Moore</i></p> <p><i>Head of Parking and Lighting</i></p>	<ul style="list-style-type: none"> • Produce and implement a new long term transport strategy and action plan. • Produce and implement a cycling strategy for Brent • Review and improve traffic management to reduce congestion • Review existing speed limits and develop a speed limit strategy and action plan to identify suitable locations for 20mph limits. • Manage parking arrangements to safeguard residents parking and increase local business • Establish a secure database of the borough's street trees through an extension of the existing contract and ensure value for money. • Commence procurement of replacement LED lamps and a CMS system for the borough's street lighting. 	<ul style="list-style-type: none"> • Long term transport strategy and action plan agreed - <i>August 2015</i>. • Progress monitored (Quarterly) and reported to Cabinet - annually • Parking Strategy and Action Plan agreed - <i>June 2015</i>. • Reports to CMT (six monthly) and Cabinet - annually. • Progress reports on the implementation of all key activities to DMT – Quarterly • Parking strategy agreed – <i>September 2015</i> • Cycling strategy and Action Plan agreed - <i>December 2015</i> • 10 extra CCTV cameras introduced to enforce bus lanes and moving traffic at key locations - <i>May 2015</i> • Deliver on street additional CEO deployment, in response to the ban on the use of CCTV for most parking enforcement- <i>April 2015</i> • Database completed – <i>April 2016</i> • Street lighting LED and CMS procurement agreed – <i>October 2015</i>. 	<ul style="list-style-type: none"> • Reduced congestion and improved traffic flow • Improved pedestrian, cycling and public transport facilities in town centres • Road traffic accident casualties reduced from 957 to 873. • People killed or seriously injured reduced to below 78. • Children seriously injured or killed reduced to below 8. • 39 cycle training courses will have been provided for over 600 school children in the borough, and over 300 lessons for adults • 75 new street trees will have been planted as part of highway improvement projects • Investment secured to improve cycle routes and parking • 20mph speed limits delivered in appropriate locations • Work Place and School Travel plans will have contributed to more people travelling by walking, by bicycle, and public transport • Availability of parking spaces protected

Objective	Key Activity	Progress Milestone	Success Measures
<p>2.1.3</p> <p>To ensure a fair and legal trading environment</p> <p><i>David Thrale</i></p> <p><i>Head of Regulatory services.</i></p>	<ul style="list-style-type: none"> • Develop and implement a new licensing policy and action plan for Brent, focusing on improved health outcomes • Take action to ensure compliance with business regulations and prosecute rogue traders 	<ul style="list-style-type: none"> • Licensing policy agreed - <i>June 2015</i> • Implementation reviews - Quarterly • Inspection outcomes monitored by DMT – Quarterly 	<ul style="list-style-type: none"> • 85% of food businesses will be compliant • Communities will be effectively safeguarded against the risk of food poisoning • No food poisoning outbreaks • More licensed premises, safeguarding communities against the risk of infectious diseases • Fewer accidents in commercial premises • All events at Wembley Stadium will have been safe and free from major incidents
<p>2.1.4</p> <p>To ensure a quality environment that allows residents to live a healthy life.</p> <p><i>Contact officer: David Thrale</i></p> <p><i>Head of Regulatory services</i></p>	<ul style="list-style-type: none"> • Revise the Air Quality Action Plan and deliver against the planned actions • Implement the Brent Carbon Reduction Strategy 	<ul style="list-style-type: none"> • New Air Quality Action Plan agreed - <i>June 2015</i> • Outcomes from environmental plans monitored and reported - Quarterly 	<ul style="list-style-type: none"> • Reduction in air pollutants and respiratory diseases. • Carbon emissions reduced by 15%

Objective	Key Activity	Progress Milestone	Success Measures
<p>2.1.5</p> <p>To deliver a new public open space and a new energy centre as part of the South Kilburn regeneration programme</p> <p>Contact Officer (Richard Barrett)</p> <p>Operational Director Property and Projects</p>	<ul style="list-style-type: none"> • Develop a new, high quality open space at Wood House • Procure an Energy Service Company (ESCo) to deliver the South Kilburn Decentralised Energy System 	<ul style="list-style-type: none"> • Project reports - Quarterly • New urban park opened at Wood House - <i>December 2015</i>. • ESCo procurement completed - <i>October 2015</i> • ESCo contract approved by Cabinet - <i>November 2015</i> • ESCo in place - <i>January 2016</i> • ESCo project reports – Quarterly 	<ul style="list-style-type: none"> • New high quality new urban park opened • Increase in the proportion of people satisfied with parks and open spaces as measured by the Residents attitude survey. • Local people are increasingly engaged in the management of parks and open spaces through ‘friends of groups’ • Community assets transferred. • Decentralised Energy System enables stable, low cost, local supply

2.2 Continue to reduce crime, especially violent crime, making people feel safe

Outcomes to be achieved

- Levels of crime and the fear of crime below the London average.
- Significant reductions in violent crime,
- No ward features amongst the 10% of localities with the highest crime levels in London.

Objective	Key Activity	Progress Milestone	Success Measures
<p>2.2.1</p> <p>To reduce levels of crime and fear of crime in the borough</p> <p><i>Chris Williams</i></p> <p><i>Head of Community Safety and Emergency Planning</i></p>	<ul style="list-style-type: none"> • Produce and implement a Community Safety strategy and action plan for the borough • Target areas identified as experiencing the highest levels of crime • Produce CCTV strategy and action plan 	<ul style="list-style-type: none"> • Community Safety Strategy and action plan agreed - <i>July 2015</i> • Implementation and impact monitored and reported - Quarterly • CCTV strategy agreed - <i>July 2015</i> • CCTV action plan monitored to ensure delivery – Quarterly 	<ul style="list-style-type: none"> • Levels of crime and the fear of crime below the London average • Crime in identified and targeted areas reduced
<p>2.2.2</p> <p>To reduce levels of anti-social behaviour in the borough</p> <p><i>Chris Williams</i></p> <p><i>Head of Community Safety and Emergency Planning</i></p>	<ul style="list-style-type: none"> • Develop and implement a new, joined-up approach to managing ASB • Use tools and powers to reduce ASB 	<ul style="list-style-type: none"> • Review of ASB completed, with recommendations - <i>June 2015</i> • Plan to deliver required changes in place – <i>July 2015</i>; monitored - Quarterly • New approach to managing ASB delivered - <i>April 2016</i> • Patterns of ASB monitored – Quarterly 	<ul style="list-style-type: none"> • ASB in hotspot locations reduced • Levels of ASB amongst the lowest in London

Objective	Key Activity	Progress Milestone	Success Measures
<p>2.2.3</p> <p>To reduce domestic violence, support victims and tackle the perpetrators</p> <p><i>Contact officer: Chris Williams</i></p> <p><i>Head of Community Safety and Emergency Planning.</i></p>	<ul style="list-style-type: none"> • Take action to strengthen awareness of and response to domestic abuse. • Screen all women, men and children referred to social care services, referring as appropriate to an Independent Domestic Violence Advocate, specialist Family Support Worker or perpetrator programmes. 	<ul style="list-style-type: none"> • Increased signposting to relevant organisations monitored - Quarterly • Service audits demonstrate that women, men and children are appropriately considered for referral to universal and specialist services - Monthly • Consultation with victims' and children to provide qualitative feedback on services – October 2015xx 	<ul style="list-style-type: none"> • All women and children referred to Brent Family Front Door for domestic abuse receive information on available support services • 10% reduction in the repeat numbers of children requiring a child protection as a result of domestic abuse. • Increased numbers of joint investigations by Brent police and Brent Social Care. • Increased reported cessation of domestic abuse for supported and engaging victims. • Increased percentage of women who report feeling safer after engaging with the services compared with intake.

Objective	Key Activity	Progress Milestone	Success Measures
<p>2.2.4</p> <p>To reduce gang activity and serious youth violence</p> <p><i>Contact officer: Chris Williams Head of Community Safety and Emergency Planning</i></p>	<ul style="list-style-type: none"> • Tackle gang related activity and youth violence as part of the borough's Community Safety strategy • Deliver action plan. • Run gang call in events 	<ul style="list-style-type: none"> • Reporting on progress and outcomes – Quarterly 	<ul style="list-style-type: none"> • At least two Gang Call in events per year take place in targeted areas • Increase in the number of known gang members successfully exiting gang involvement
<p>2.2.5</p> <p>To reduce the risk of young people offending and re-offending</p> <p><i>Contact officer: James Salter</i></p> <p><i>Principal Officer Youth Offending Service</i></p>	<ul style="list-style-type: none"> • Operate an effective Youth Offending Service, including a court service and case management of Community Orders and young people in custody • Work in partnership with the police and other partners to deliver Triage intervention for young people as an alternative to criminal justice disposals • Deliver and monitor the impact of Youth Conditional Caution interventions. 	<ul style="list-style-type: none"> • Monitoring of National Standards compliance by Youth Justice Board - Quarterly • Quality assurance of all cases and reports and management sampling with outcome reports to Board - Quarterly • YOS Management Board performance monitoring - Quarterly 	<ul style="list-style-type: none"> • Rate of re-offending among young people lower than our Youth Offending statistical family benchmark of 37% • A decrease of at least 2% compared to the 2012/13 reoffending rate of 38% • Fewer than 210 first-time offenders • 20% reduction in the number of crimes by repeat offenders

2.3 Increase the supply of affordable, good quality housing

Outcomes to be achieved

- Development of 5,000 affordable homes in the borough by 2019
- All social housing in the borough will reach the decent homes standard

Objective	Key Activity	Progress Milestone	Success Measures
<p>2.3.1</p> <p>To increase the supply of new homes to improve quality and choice for local people.</p> <p>To support the delivery of 3000 new affordable housing units in the Borough by 2018</p> <p>Contact officer: Kate Lloyd-Worrall</p> <p>Service Manager</p>	<ul style="list-style-type: none"> • Deliver first phase of the council house building programme with BHP • Identify and develop to feasibility stage a three year land supply programme of council-owned sites for the development of new affordable / mixed tenure schemes • Establish a new housing supply funding model and delivery plan for non-HRA funded housing to meet the housing strategy affordable home targets • Develop PRS (including intermediate) rented housing offer either through self development or partnership • Support the delivery of the 2015/16 	<ul style="list-style-type: none"> • Planning consents for 50 houses secured - <i>July 2015</i> • Work on site of first 50 houses - <i>October 2015</i> • Planning consent for 100 additional homes secured - <i>December 2015</i> • Sites for schemes identified - <i>June 2015</i> • Feasibilities completed - <i>January 2016</i> • Feasibility of a local authority owned investment vehicle completed - <i>July 2015</i> • Cabinet approval of new supply model - <i>September 2015</i> • Clear pipeline for the delivery of 150 new council houses established – <i>September 2015.</i> 	<ul style="list-style-type: none"> • 50 new council homes for local people (December 2016) • Sites identified for a further pipeline of at least 150 homes, ready for planning in early 2016/17 • New investment vehicle established to support the delivery of 3000 new homes in Brent by 2018 • A clear pipeline of private rented housing schemes helps meet local need • 610 new homes delivered in Brent by Registered Providers as part of the

Objective	Key Activity	Progress Milestone	Success Measures
	<p>Housing Partnership programme with registered providers in order to maximise supply through the GLA programme</p> <ul style="list-style-type: none"> • Deliver two new Housing Zones in Wembley and Alperton, to accelerate medium-term housing supply • Implement a programme for New Accommodation for Independent Living 	<ul style="list-style-type: none"> • 250 new homes started on site by RPs - <i>September 2015</i> • 610 new homes delivered by RPs - <i>March 2016</i> • Wembley Housing Zone designated – <i>April 2015</i> • Alperton Housing Zone designated – <i>July 2015</i> • Housing Zone delivery plans in place – <i>September 2015</i> • Peel and Clement schemes on site - <i>September 2015</i> • Two further sites secured and developed to feasibility stage with BHP - <i>March 2016</i> 	<p>2015/16 Housing Partnering Programme.</p> <ul style="list-style-type: none"> • Two new housing zones established in Wembley and Alperton, delivering significant external funding (£20m) and financing (£10-20m) to accelerate the delivery of new homes. • Development programme established to provide alternatives to residential care and achieve ASC budget savings. • 200 units for Adult Social Care clients by 2016/17 and a further 190 units by 2017/18.
<p>2.3.2</p> <p>To improve the condition and performance of the council's housing stock</p> <p><i>Contact officer: Kate Lloyd-Worrall</i></p> <p><i>Service Manager</i></p>	<ul style="list-style-type: none"> • Implement the HRA Asset Management Strategy by BHP to deliver a major investment programme to improve council homes. • Provide client side oversight to assure delivery to programme and budget. • Provide client side management of BHP to ensure the achievement of the agreed Delivery Plan including housing 	<ul style="list-style-type: none"> • Major cyclical works schemes on site - <i>April 2015</i> • Home energy improvement programme on site - <i>April 2015</i> • Delivery in accordance with detailed capital programme/ monitored - Monthly 	<ul style="list-style-type: none"> • One seventh of the council's housing stock will have been improved to the new Investment Standard • Energy efficiency improvements made to 350 homes • Achievement of top quartile benchmark performance and cost

Objective	Key Activity	Progress Milestone	Success Measures
	<p>management performance and service development initiatives</p> <ul style="list-style-type: none"> Implementation of Lynton Close Traveller site improvement plan 	<ul style="list-style-type: none"> Management service procurement commenced - <i>December 2015</i> Monitor improvement plan - Quarterly 	<p>standards</p> <ul style="list-style-type: none"> Improved living conditions within the Traveller Site.
<p>2.3.3</p> <p>To improve standards and living conditions in the Private Rented Sector</p> <p>Contact Officer: Spencer Randolph</p> <p>Head of Private Housing Services</p>	<ul style="list-style-type: none"> Establish full coverage and monitor compliance of the additional and selective licensing schemes and conditions Monitor and enforce management and tenancy conditions applied to the licenses to improve conditions within the private rented sector Tackle criminal landlords through enforcement action, including undertaking multi-enforcement partner operations and investigating Housing Benefit and Council Tax fraud Build better relationships between the council and private sector landlords Establish new Lettings Agency service for the Private Rented Sector through BHP 	<ul style="list-style-type: none"> 6000 applications received - <i>July 2015</i> 9000 applications received - <i>March 2016</i> 1000 failure to license premises identified - <i>September 2015</i> Enforcement policy reviewed and agreed - <i>June 2015</i> Full enforcement team recruited - <i>December 2015</i> 5 cases of landlord fraud progressed - <i>September 2015</i> 10 cases of landlord fraud progressed - <i>March 2016</i> PRS licensing website improved - <i>April 2015</i> Establish landlords consultative group - <i>September 2015</i> BHP Lettings Agency live - <i>April 2015</i> 	<ul style="list-style-type: none"> 90% of all applications are processed (draft notices) within 6 weeks Minimum of 70% of eligible properties licensed 1500 dwellings are improved through licensing enforcement action. 95% of HMO properties with 1 year licenses inspected Elimination of Category 1 hazards within 500 non-licensable privately tenanted dwellings 90% of landlords satisfied with licensing service Improved standards within the lettings agency sector

Objective	Key Activity	Progress Milestone	Success Measures
<p>2.3.4</p> <p>To reduce the size and improve the quality of Brent's Temporary Accommodation estate</p> <p>Contact officer: Laurence Coaker</p> <p>Head of Housing Needs</p>	<ul style="list-style-type: none"> • Increase access to private rented properties for homeless households • Minimise use of B&B accommodation • Deliver Temporary Accommodation strategy • Deliver a programme of visits to all households in temporary accommodation to check occupancy and advise on housing options • Direct lets of social housing to homeless households who have been waiting longer than the average waiting time for their bedroom category • Deliver new homeless hostel at Knowles House 	<ul style="list-style-type: none"> • 40% increase in private rented discharges achieved - <i>March 2016</i> • No families in non-self contained B&B for greater than 6 weeks - <i>April 2015</i> • Review of procurement arrangements for temporary accommodation completed – <i>May 2015</i> • New providers appointed – <i>July 2015</i> • New modular housing scheme delivered for Temporary Accommodation at former Dennis Jackson Centre – <i>September 2015</i> • Temporary Brent House accommodation delivered – <i>July 2015</i> • Programme of visits completed - <i>July 2015</i> • Households identified and notified and system in operation - <i>April 2015</i> • Options / feasibility study completed – <i>June 2015</i> • GLA Grant Application submitted – <i>September 2015</i> 	<ul style="list-style-type: none"> • Private rented discharges are greater than the number of new homelessness acceptances. • Number of households in B&B accommodation at any given time less than 100 • Number of households in Temporary Accommodation less than 3000 • Statutory demand from homeless households is met • Households in Temporary Accommodation understand their housing options • Reduction in use of B&Bs • New permanent homelessness hostel delivered at Knowles House

Objective	Key Activity	Progress Milestone	Success Measures
<p>2.3.5</p> <p>To reduce the number and proportion of people presenting as homeless</p> <p><i>Laurence Coaker</i></p> <p><i>Head of Housing Needs</i></p>	<ul style="list-style-type: none"> Design and implement a new 'self service' approach to Housing Options to enable those threatened with eviction to secure their own accommodation in the private rented sector. 	<ul style="list-style-type: none"> New service model implementation piloted - <i>May 2015</i> Initial evaluation completed – <i>September 2015</i> Final service mainstreamed – <i>October 2015</i> 	<ul style="list-style-type: none"> Reduction in the number and proportion of people presenting as homeless as a consequence of private sector evictions.
<p>2.3.6</p> <p>To deliver the Borough's estate regeneration programme – specifically in respect of South Kilburn and Barham Park</p> <p><i>Contact officer: Richard Barrett</i></p> <p><i>Operational Director Property and Projects</i></p>	<ul style="list-style-type: none"> Ensure the timely decanting of blocks required for the next phases of the regeneration in both Kilburn and Barham Secure planning permission for the next phases of regeneration in South Kilburn – securing 285 homes, including enough social rented housing to accommodate decant requirements. Work with Notting Hill Housing Trust to ensure the timely delivery of the final phase of the Barham Park estate regeneration 	<ul style="list-style-type: none"> 58 South Kilburn secure tenants rehoused to new homes at Phase 1b, South Kilburn – <i>April 2015</i> 19 Barham Park secure tenants rehoused to new homes at Barham Park – <i>April 2015</i> Vacant possession of Phase 3 blocks in Barham secured – <i>April 2015</i> Planning consent for 235 new homes at Peel Precinct secured – <i>December 2015</i> Planning consent for 50 new homes at the Post Office Plus site secured – <i>December 2015</i> 	<ul style="list-style-type: none"> All existing secure tenants who want to stay within the regeneration areas are provided with new social rented properties Enough cross subsidy generated to deliver new affordable homes Completion of Barham Park estate regeneration Timely vacant possession of buildings due for demolition as part

Objective	Key Activity	Progress Milestone	Success Measures
	<ul style="list-style-type: none"> • Deliver the necessary leaseholder buy backs to secure vacant possession of buildings due for regeneration in South Kilburn in advance of CPO proceedings wherever possible • Undertake necessary strategic acquisitions within South Kilburn in advance of CPO to facilitate the ongoing timely delivery of the regeneration programme • Review the masterplan for the remaining regeneration areas of South Kilburn 	<ul style="list-style-type: none"> • Outstanding buy backs delivered by when: <ul style="list-style-type: none"> Gloucester Hse: 4 Durham Crt: 4 Wordsworth House: 7 Masefield House: 3 Peel Precinct area: 25 Stuart Road (Post Office site): 4 • At least 8 leaseholder properties in future phases of the South Kilburn regeneration acquired - <i>December 2015</i> • The purchase of Genesis / Kenniston Press and Green King at Site 18 and Marion Centre is secured – <i>December 2015</i> • Masterplan consultation completed – <i>July 2015</i> • Revised masterplan adopted – <i>October 2015</i> 	<p>of the regeneration programme.</p> <ul style="list-style-type: none"> • South Kilburn Regeneration Programme is delivered to plan • Clear and agreed parameters guide the physical regeneration of South Kilburn

June 2015

2.4 Ensuring good quality, accessible arts and leisure facilities

Outcomes to be achieved

- Increase participation rates in sport, physical recreation and cultural activities.

Objective	Key Activity	Progress Milestone	Success Measures
<p>2.4.1</p> <p>To increase participation in sports and physical recreation</p> <p>Contact Officer</p> <p>Rashmi Agarwal Head of Sports and Culture</p>	<ul style="list-style-type: none"> • Work with partners to develop and implement a new Physical Activity strategy and action plan 	<ul style="list-style-type: none"> • Strategy and action plan drafted – <i>June 2015</i> • Consultation completed – <i>September 2015</i> • Strategy Action Plan agreed - <i>March 2016</i> • Implementation reports to DMT – Quarterly and CMT - when necessary 	<ul style="list-style-type: none"> • Number of visits to Sports Centres is higher than 2014/15 • Increase in the number of people taking part in regular sports and exercise and a reduction in the numbers taking no exercise (52.5% baseline) • Satisfaction with sports and leisure provision increased
<p>2.4.2</p> <p>To promote health and well-being with more people participating in sport activities through the development of a new sports centre.</p> <p>Contact Officer: (Sarah Chaudhry)</p>	<ul style="list-style-type: none"> • Agree heads of terms with GMH to enable the design, development and building of a new sports at Bridge Park. 	<ul style="list-style-type: none"> • Terms agreed - <i>June 2015</i> • Design agreed - <i>June 2016</i> • Building underway - <i>January 2017</i> • Reporting confirms that new sports centre is on schedule for opening in late 2018 - Quarterly 	<ul style="list-style-type: none"> • New sports centre open by late 2018 • Increase in the number of people taking part in regular sports and exercise and a reduction in the numbers taking no exercise (52.5% baseline).

Page 212

Objective	Key Activity	Progress Milestone	Success Measures
<p>2.4.3</p> <p>To increase participation in cultural activities across the borough</p> <p>Contact Officer</p> <p>Rashmi Agarwal Head of Culture.</p>	<ul style="list-style-type: none"> • Work with partners to develop and implement a new Cultural Strategy and action plan for the borough • Promote increased awareness of cultural opportunities in the borough • Open the new Willesden Green Cultural Centre • Develop and implement a new Library Strategy and action plan to enhance the library service 	<ul style="list-style-type: none"> • Work on the new Cultural Strategy and action plan completed – <i>November 2015</i> • Cultural Strategy approved – <i>March 2016</i> • Action plan monitored – Quarterly • Activity to promote participation monitored - Quarterly <p>Quarterly</p> <ul style="list-style-type: none"> • New centre open - <i>July 2015</i> • CMT receives reports on usage - Quarterly • New library strategy and action plan agreed - <i>November 2015</i> • Action plan monitored – Quarterly 	<ul style="list-style-type: none"> • An increase of 12,000 people participating in the cultural activities at Willesden Green Cultural Centre in the first year of opening • Participation rates amongst the highest in London • High rates of usage of new centre with 300,000 visits in the first 6 months. • An increase in library use to 2,205,109 visits a year. • An increase in issues to 1,124,383 per year. • An increase in customer satisfaction with cultural and leisure activities as measured by the residents attitude survey.

BOROUGH PLAN PRIORITY 3 - BETTER LOCALLY

3.1 Building community resilience and promoting citizenship

Outcomes to be achieved

- The proportion of people who say that ‘Brent is a place where people from different backgrounds get on well together’ will be amongst the highest in London
- At least 4,000 additional volunteers registered across the borough
- Equality outcome measures amongst the best in London
- Significantly more examples of communities taking action for themselves to improve the quality of life in their neighbourhoods

Page 214

Objective	Key Activity	Progress Milestone	Success Measures
<p>3.1.1</p> <p>To develop a range of new service models designed and run with local partners, residents and voluntary organisations.</p> <p>Contact Officer <i>Peter Gadsdon</i></p> <p><i>Operational Director Strategic Commissioning</i></p>	<ul style="list-style-type: none"> • Review and refresh partnership structures . • Work with partners to develop shared services and collaborative commissioning arrangements. • Engage service users and residents in co-design and collaboration on service models. • Use data from client index and demographic profiling to support service re-design • Develop options for greater community control of local services through a range of service models including trusts, asset transfers and social enterprises. 	<ul style="list-style-type: none"> • Refreshed partnership structures in place – <i>October 2015</i> • Commissioning strategy and action plan approved by CMT – <i>September 2015</i> • Progress against plan monitored by CMT – Quarterly 	<ul style="list-style-type: none"> • Residents report higher satisfaction with Brent as a ‘place to live’ • More direct community involvement and management of local services. • A range of examples of new service models developed and run in partnership with local people and organisations • Levels of public satisfaction with local services amongst the highest in London • Increase in shared services and collaboration across the partnership.

Objective	Key Activity	Progress Milestone	Success Measures
<p>3.1.1</p> <p>To promote and strengthen the capacity of the voluntary sector</p> <p><i>Contact officer: Cathy Tyson</i></p> <p><i>Head of Policy and Scrutiny</i></p>	<ul style="list-style-type: none"> • Promote and support independent advice and training for voluntary sector organisations • Secure external funding for local projects that benefit local people • Fund local projects through the Borough's Voluntary Sector Initiative Fund • Offer a single route for voluntary sector organisations to engage with the council on a range of issues 	<ul style="list-style-type: none"> • Reports on the number of local groups provided with advice and support Quarterly • Effective use of the new Voluntary Sector Resource Centre demonstrated - Quarterly • Training programme for local organisations evaluated – <i>October 2015</i> • Reports on use and impact on local grant funding - Quarterly 	<ul style="list-style-type: none"> • A 50% increase in the number of voluntary sector organisations which are members of the CVS network against the 2014 baseline • A 4% increase in the levels of external funding secured by local groups to benefit local projects • Investment of £2 million in local projects helps deliver measurable improvements in agreed outcomes • Local organisations satisfied with level of support

Objective	Key Activity	Progress Milestone	Success Measures
<p>3.1.2</p> <p>To help build a culture of volunteering within the borough</p> <p><i>Contact officers: Cathy Tyson</i></p> <p><i>Head of Policy and Scrutiny</i></p> <p><i>Cara Davani</i></p> <p><i>Director HR & Administration</i></p>	<ul style="list-style-type: none"> • Undertake a campaign with voluntary sector partners to support and promote volunteering • Work with partners to develop and implement the volunteering service and action plan. • Work with local communities to identify volunteering opportunities locally. • Promote the wider social, well-being and community benefits of volunteering. • Run the Duke of Edinburgh Award Scheme which promotes volunteering by young people • Work on council volunteering scheme 	<ul style="list-style-type: none"> • Establish volunteering service - <i>July 2015</i> • Volunteering service rolled out with partners with impact reports to DMT - Quarterly. • Campaign plan, as agreed with voluntary sector partners, rolled out through the year with impact reports - Quarterly • Reporting on young people's volunteering on DofE database - Quarterly 	<ul style="list-style-type: none"> • An increase of 5% above the December 2014 baseline in the number of local people volunteering • 1000 new volunteers recruited each year with a focus on currently under-represented groups • 100 new volunteers placed into training • 5 large corporations engaged in staff volunteering initiatives • Young people contribute a baseline 5,000 hours a year in 2015-16 through volunteering, as part of their participation in the Duke of Edinburgh Award

Objective	Key Activity	Progress Milestone	Success Measures
<p>3.1.3</p> <p>To strengthen community cohesion</p> <p>Contact officer: Cara Davani</p> <p>Director of HR & Administration</p> <p>Chris Williams</p> <p>Head of Community Safety and Emergency Planning</p>	<ul style="list-style-type: none"> • Ensure a robust understanding of local communities underpins the development and delivery of plans, strategies and policies through monitoring, analysing and sharing equality information • Involve our communities effectively through developing new frameworks for community engagement and capacity building • Demonstrate leadership in equalities both within the council and amongst partners • Ensure that local public services are responsive to different needs and treat users with dignity and respect • Build on and strengthen community cohesion through work with partners • Develop a community cohesion and inclusion strategy 	<ul style="list-style-type: none"> • Updated borough and ward diversity profiles made available and published on Brent Data - <i>April 2015</i>, refreshed annually • Evaluation and assessment reports on the key activities and progress against the Council's equalities objectives presented to Diversity Reference Group - <i>September 2015</i>; and every six months • Cumulative equality analysis report presented to CMT - <i>May 2015</i> • Achieve the Excellent level of the Equality Framework for Local Government - <i>September 2015</i> • Linkages explored and used to inform the work priorities of Prevent officers- <i>April 2015</i> • Community Safety Communication and Engagement Strategy and Action Plan agreed May 2015 • Monitoring and reporting on progress against action plan – Quarterly • Strategy developed – <i>May 2015</i> • Strategy Approved – <i>July 2015</i> 	<ul style="list-style-type: none"> • The proportion of people who say that 'Brent is a place where people from different backgrounds get on well together' will be amongst the highest in London as measured by the Residents Attitude Survey. • Reduced inequalities in quality of life outcomes for different communities • The council will become recognised as an exemplar of good practice on equalities and human rights • Increase in the numbers of staff attending workshops to raise awareness of prevent, identify signs of radicalisation and refer to support services. • Increased satisfaction with public services across all equalities groups

3.2 Making sure that everyone in the borough is able to participate in local democracy, has a fair say in the way that services are delivered, and is listened to and taken seriously

Outcomes to be achieved

- 95% of residents will be registered to vote under the individual voter registration scheme
- Election turnouts amongst the highest in London
- Thriving Brent Connects Forums, with higher participation rates year-on-year
- Significantly more young people participating in local democracy events and processes like the Youth Parliament
- A significant number of examples of local services being materially influenced by user views

Page 218

Objective	Key Activity	Progress Milestone	Success Measures
<p>3.2.1</p> <p>To make the democratic process more transparent and accessible and increase residents' participation</p> <p>Contact officer: Thomas Cattermole</p> <p>Head of Executive and Member Services</p>	<ul style="list-style-type: none"> • 'Live stream' all council meetings on the website • Provide space and time for residents to meet and interact with councillors before and after council meetings • Provide regular opportunities for access to councillors and officers in public places like shopping centres, markets, libraries etc. • Introduce regular 'house meetings', in which the Council Leader meets neighbourhood residents in the houses of local volunteers 	<ul style="list-style-type: none"> • Live 'streaming' of all council meetings on the website, with participation reported - Quarterly • Opportunities for pre- and post- meeting interaction sessions for residents and councillors at all council meetings delivered in June, September, November, January, February and May. • Quarterly Analysis and reporting confirms regular and growing access to councillors and officers in public places like shopping centres, markets, libraries etc. – Quarterly 	<ul style="list-style-type: none"> • An increase in the number of residents who report that they feel well informed about the council and that they can influence decisions • Independent confirmation of a significant improvement in the quality and accessibility of the data and information that helps people to understand what is happening in the borough • Increased participation in the democratic process

Objective	Key Activity	Progress Milestone	Success Measures
<p>3.2.2 To ensure appropriately challenging and robust scrutiny of public service performance drives improvement</p> <p>Contact officer Cathy Tyson</p> <p>Head of Policy and Scrutiny</p>	<ul style="list-style-type: none"> • Ensure that the work programme of the council's Scrutiny committees reflects key performance challenges, Member priorities and local issues. • Undertake 6 Member led scrutiny task groups during the year focusing on issues relevant to the Member priorities and local issues. • Enable effective Member engagement with the work of key partner agencies through the Scrutiny process. 	<ul style="list-style-type: none"> • Scrutiny plan for municipal year 2015/16 developed and agreed – <i>July 2015</i>. • Annual work programme of scrutiny activity and task group subjects agreed – <i>June 2015</i> • The Chair of Scrutiny's Annual Report evidences positive impact from scrutiny activity – <i>June 2015</i> • The chair of Scrutiny reports to Full Council identifies positive impact from scrutiny activity - Quarterly • Annual Budget Scrutiny Panel produces report to Full Council – <i>February 2016</i>. 	<ul style="list-style-type: none"> • Scrutiny members are able to positively influence the decision-making of the Executive and partners through effective and informed scrutiny. • Scrutiny helps improve public service performance
<p>3.2.3 To ensure local people are registered to vote</p> <p>Contact officer: Thomas Cattermole</p> <p>Head of Executive and Member services</p>	<ul style="list-style-type: none"> • Introduce Individual Electoral Registration • Maintain an accurate register • Deliver communications plan to maximise number of people properly registered 	<ul style="list-style-type: none"> • Deliver communications plan – <i>April 2015</i> • Canvass plan agreed - <i>August 2015</i> • Staffing plan agreed - <i>October 2015</i> • Report on the ongoing programme of public engagement - Quarterly • Publication of the electoral register - 1 <i>December 2015</i> • Brent Youth Parliament actively engages young people by running a minimum of one session on voter registration or voter awareness – <i>March 2016</i>. 	<ul style="list-style-type: none"> • At least 95% of residents registered to vote under the new individual voter registration scheme
<p>3.2.4 To engage more effectively with local communities about the services and issues which are important to</p>	<ul style="list-style-type: none"> • Undertake a multi-agency 'week of action' in priority wards • Undertake ward outreach activities and events • Promote and support the work of the Brent Connects forums 	<ul style="list-style-type: none"> • five multi-agency 'week of action' events undertaken in priority wards based levels of crime and environmental issues – <i>March 2016</i> • Each ward will have at least one outreach initiative by councillors – <i>March 2016</i> • Reports on attendance and attendance profiles 	<ul style="list-style-type: none"> • Residents report higher satisfaction with their neighbourhood as a 'place to live' in the resident attitude survey. • More residents participating in weeks of action in priority wards. • More residents taking part in local

Objective	Key Activity	Progress Milestone	Success Measures
<p>them, and improve understanding about how decisions are made</p> <p><i>Contact officer: Cathy Tyson Head of Policy and Scrutiny</i></p> <p><i>Angela Chiswell Head of Youth Services</i></p>	<ul style="list-style-type: none"> Support, promote and develop the Brent Youth Parliament. 	<p>for the Brent Connects forums - Quarterly</p> <ul style="list-style-type: none"> Brent Youth Parliament elections held during democracy week - <i>October 2015</i> 11 BYP meetings held– <i>March 2016</i> 22 BYP Executive meetings – <i>March 2016</i> 6 training sessions delivered to support young people’s involvement in decision-making processes – <i>March 2016</i> Survey satisfaction with Brent Connects forums – <i>September 2015</i> 	<p>volunteering and community projects.</p> <ul style="list-style-type: none"> An increase in the number of people attending the Brent Connects forums Attendance at the Brent Connects forum is more representative of the demographic profile of the borough 78,000 Brent young people represented through the Brent Youth Parliament People agree that attendance at Brent Connects Forums is ‘valuable’ and ‘makes a difference’

June 2015

3.3 Working with partners to find new ways of providing services that are more finely tailored to individual, community and local needs

Outcomes to be achieved:

- A range of examples of new service models developed and run in partnership with local people and organisations
- Access to all key services 24/7 via digital channels
- Levels of public satisfaction with local services amongst the highest in London

Objective	Key Activity	Progress Milestone	Success Measures
<p>3.3.1</p> <p>To improve the efficiency and effectiveness of public services</p> <p>Contact officer <i>Peter Gadsdon</i></p> <p>Operational Director Strategic Commissioning</p>	<ul style="list-style-type: none"> • Work with partners to develop shared services and collaborative commissioning 	<ul style="list-style-type: none"> • Fundamental review of commissioning arrangements with Adult Social Care, Children and Young People and Public Health – <i>June 2015</i> • Action plan in place to deliver changes from review – <i>August 2015</i> • Improved commissioning being delivered – <i>March 2016</i> • Strategic Commissioning strategy approved by CMT– <i>September 2015</i> • Strategic commissioning framework including, guides and training for commissioners and managers introduced - <i>December 2015</i> 	<ul style="list-style-type: none"> • A range of examples of new service models developed and run in partnership with local people and organisations • Levels of public satisfaction with local services amongst the highest in London • £500K saving in 2015/16 delivered from the introduction of Strategic Commissioning Framework across Adult Social Care, Children and young people and Public Health, Linked to saving ASC 18

Page 221

Objective	Key Activity	Progress Milestone	Success Measures
<p>3.3.2</p> <p>To transform residents' experience when contacting us</p> <p>Contact officer: Margaret Read</p> <p>Head of Customer Services</p>	<ul style="list-style-type: none"> Develop and implement a new Community Access strategy and action plan. Undertake a series of service reviews to redesign end to end delivery and improve residents' experience when accessing services (incorporating channel migration plans, reviews of telephony, identification of opportunities to share data and enable "tell us once") Procure and implement a new web portal to support a better digital experience for residents and support channel migration Review telephone arrangements to better align these to meet business needs and improve residents' experience when they phone us Reconfigure face to face arrangements to better support assisted self-service and target a more personalised approach to those with most complex needs. Evaluate opportunities for sharing data between systems to support "Tell us once" and inform programme of service reviews Embed a citizen centric culture across the workforce 	<ul style="list-style-type: none"> Impact of Access Strategy and action plan monitored by CMT - Quarterly Programme of service reviews agreed May 2015; and completed March 2016 New web portal phase 1 delivered – July 2015 Review completed and action plan agreed by CMT – June 2015 Impact of reconfigured arrangements monitored - Quarterly Willesden self service go live -July 2015 Integration of enquiry handling phase - March 2016 Opportunities for 'Tell us once' evaluated – May 2015 Process underway - June 2015; progress reports – Quarterly 	<ul style="list-style-type: none"> All Strategy and action plan targets achieved Access to all key services 24/7 via digital channels. All telephone calls answered within 5 rings. All voicemails responded to within 24 hours. All correspondence and emails dealt with in 10 working days or less. Independent confirmation of improved resident experience when contacting the council Uptake of e-newsletters tailored to the needs and interests of different areas of the borough 100% of complaints responded to within our publicised targets, Council remains within the top quartile across London for its performance in handling Ombudsman complaints 100% of valid freedom of information requests responded to within 20 working days Cashable savings targets delivered to timescale without negative impact on service performance.

CORPORATE PLAN PRIORITY 4 – BETTER WAYS OF WORKING

Outcomes to be achieved:

- Levels of public satisfaction with council-commissioned services amongst the highest in London
- Performance indicators for all council-commissioned services amongst the best in London
- Savings targets met
- A range of examples of external validation of excellent practice
- A public service workforce that reflects the community
- Progress towards a living wage for all who live and work in Brent
- Positive outcomes from staff surveys
- Proportion of audits receiving a limited assurance rating reduced to 15% across council systems
- Recovery of 50 social housing properties
- Increased council tax and NNDR receipts through the removal of inappropriate discounts.
- Updated financial strategy in place reflecting the borough plan priorities
- Spending matched to plans
- Statutory financial reporting requirements are met
- Invoices settled within agreed terms
- Debt collection performance amongst the top quartile performance
- Support service costs reduced to target levels with agreed quality standards met

Page 224

Objective	Key Activity	Progress Milestone	Success Measures
<p>4.1 To ensure that the council has the best possible staff and maximises organisational effectiveness</p> <p>Contact officer: Cara Davani, HR Director</p>	<ul style="list-style-type: none"> • Implement the council's new Human Resources Strategy and action plan for 2015 – 2019 • Implement the council's new Workforce Strategy and action plan for 2015 – 2019 • Support organisational change activities, in particular, the council's re-structuring 	<ul style="list-style-type: none"> • Human Resources (HR) Strategy and action plan launched in <i>April 2015</i> • Action plan rolled out through the year with first annual progress update to CMT, Cabinet, Trade Unions and HRIG - <i>April 2016</i> • Workforce Strategy and action plan approved by Cabinet - <i>April 2015</i> • Action plan rolled out through the year with first annual progress update to CMT, Cabinet, Trade Unions and HRIG - <i>April 2016</i> • Senior manager restructuring - <i>April 2015</i> • HR and BIBS restructuring completed - <i>May</i> 	<ul style="list-style-type: none"> • Levels of satisfaction with council services amongst the highest in London • Brent Council recruits and retains a diverse, skilled, flexible and motivated workforce that reflects the community • Workforce is able to respond to the diverse needs of all our local communities • Required budgetary savings are

Objective	Key Activity	Progress Milestone	Success Measures
	<p>programme</p> <ul style="list-style-type: none"> • Grow and develop local talent through apprenticeships within the council, structured work experience, internships and a Graduate Programme • Implement improved policies for the management of attendance, sickness and capability issues • Develop new system via Oracle for recording appraisal records • Pursue the highest level of Investors in People accreditation 	<p>2015</p> <ul style="list-style-type: none"> • Service based restructurings delivered to plan - ongoing • Report to Diversity Reference Group on cumulative impact of restructurings - <i>May 2016</i> • 100 Intermediate, Advanced and Higher-level apprenticeship job opportunities including 20 opportunities for the council's Looked After Children created – <i>March 2016</i> • Improved monitoring data on sickness levels through recording on Oracle - <i>September 2015</i> • All managers trained on managing attendance and sickness - <i>September 2015</i> • In-house Occupational Health Service in place - <i>May 2015</i> • Sickness toolkit rolled out - <i>September 2015</i> • Number of capability cases increased - <i>September 2015</i> • Time taken to resolve capability procedures reduced to an average of 60 days - Quarterly • New system for recording appraisal records via Oracle is developed - <i>March 2015</i> • Reports are provided to CMT, HRIG and Trade Unions annually from <i>June 2015</i> • liP assessment complete - <i>April 2015</i> • liP Gold Standard achieved – <i>August 2015</i> 	<p>achieved through restructuring exercises</p> <ul style="list-style-type: none"> • Restructuring exercises are conducted in a fair, transparent and non-discriminatory manner • 98% of apprentices rate the council's apprenticeship programme as satisfactory or better in overall terms. • 90% of each annual intake of apprentices complete programme • 20% of the apprentices progress onto a higher level framework • Average sickness absence levels are reduced to five days per year • 100% compliance to long and short term triggers • No successful Employment Tribunal claims • 100% appraisals to be completed on time • liP Gold status achieved • Positive outcomes from staff surveys

Objective	Key Activity	Progress Milestone	Success Measures
<p>4.2</p> <p>To become a model of excellence in equality and human rights practice</p> <p>Contact officer: Sarah Kaiser, Head of Equality</p>	<ul style="list-style-type: none"> Implement the council's new Equality Strategy and action plan for 2015 – 2019 Implement a leadership development programme for staff from under-represented groups to support promotion into senior posts 	<ul style="list-style-type: none"> Equality Strategy and action plan approved by GP Committee and Equality Committee- <i>April 2015</i> Action plan rolled out through the year with six-monthly monitoring reports to the Diversity Reference Group and an annual update to CMT and the GP Committee Assessment against the Excellent level of the Equality Framework for Local Government completed - <i>December 2015</i> Leadership Development Programme implemented - <i>April 2015</i> Progress reported to the Diversity Reference Group - <i>November 2015; May 2016</i> 	<ul style="list-style-type: none"> 'Excellent' level of the Equality Framework for Local Government achieved A public service workforce that reflects the community All staff receive equal pay for equal work All staff receive at least the London Living Wage More senior posts filled from within Increased proportion of BAME senior managers Increased proportion of female senior managers
<p>4.3</p> <p>To ensure we have a well informed and highly motivated workforce</p> <p>Contact Officer</p> <p>Rob Mansfield Head of Communications</p>	<ul style="list-style-type: none"> Develop and deliver an internal communication strategy and plan Maintain and improve existing channels Deliver new channels Carry out survey of satisfaction with internal communications 	<ul style="list-style-type: none"> Communication strategy approved by CMT – <i>August 2015</i> TeamBrent (focusing on one team a week) launched - <i>May 2015</i> New intranet live - <i>July 2015</i> Staff Awards delivered, in partnership with HR - <i>November 2015</i> 	<ul style="list-style-type: none"> Positive outcomes from staff survey Internal communications research demonstrates increasing satisfaction Increased staff engagement score

Objective	Key Activity	Progress Milestone	Success Measures
<p>4.4 To support the delivery of the Community Access Strategy by accelerating the number of residents using the council website</p> <p>Contact Officer Rob Mansfield Head of Communications</p>	<ul style="list-style-type: none"> • Work closely with the Community Access and Customer Services team to launch the new web portal which create a single account for residents to sign up for council services online • Promote online service and monitor uptake 	<ul style="list-style-type: none"> • Web portal launched - <i>July 2015</i> • Online services delivered – <i>July 2015</i> <p style="text-align: center;">Council Tax Benefits Planning & Building Control Rents & Repairs</p> <ul style="list-style-type: none"> • Monitor and report on usage and satisfaction – Quarterly • Phase 2 underway – <i>September 2015</i> 	<ul style="list-style-type: none"> • Increased satisfaction with the council’s online services. • £1.5m saving delivered through Customer Access Strategy
<p>4.5 To provide effective council communications, which are accessible to all sections of the community, regardless of their circumstances</p> <p>Contact Officer Rob Mansfield Head of Communications</p>	<ul style="list-style-type: none"> • Develop an external communications strategy and plan • Revamp The Brent Magazine • Deliver more localised communications using ‘YourBrent’ and localised web pages • Deliver new web tool to increase the accessibility of online information for people with Dyslexia or visual or hearing impairments 	<ul style="list-style-type: none"> • Communications strategy agreed by CMT – <i>August 2015</i> • Detailed questions on TBM in first reputation tracker with results due back - <i>July 2015</i>. • TBM reader survey - <i>June 2015</i> edition; results back – <i>August 2015</i> • Options for redesign agreed – <i>September 2015</i> • Refreshed TBM introduced – <i>Winter 2015</i> • New web tool integrated onto website - <i>June 2015</i> 	<ul style="list-style-type: none"> • Increased accessibility and readability • Increased residents’ informed ratings and satisfaction ratings

Objective	Key Activity	Progress Milestone	Success Measures
<p>4.6</p> <p>To maximise revenue collection and financial efficiency, while ensuring information and advice is available to the most vulnerable residents.</p> <p>Contact Officer Margaret Read</p> <p>Head of Customer services</p> <p>Cathy Tyson Head of Policy and Scrutiny – (Financial Inclusion.)</p>	<ul style="list-style-type: none"> Strengthen management of council tax revenues. Ensure a consistent cross council approach to the collection of debt from residents. Review the range of financial advice and develop a financial inclusion Strategy and Action Plan with partners to support financial vulnerable residents. Ensure information is available to all households on their entitlement to benefits, employment support and debt management arrangements. Review arrangements and funding for advice agencies 	<ul style="list-style-type: none"> Progress monitored towards 3 year contract extension for Council Tax and Revenues - Quarterly E Revenue module in place - <i>July 2015</i> Progress monitored on planning for the provision of revenues and IT (scheduled to run from 2019) - Quarterly Financial inclusion strategy and action plan agreed by CMT - <i>October 2015</i>. Revenue collection monitored – monthly Advice agency arrangements reviewed – <i>September 2015</i> 	<ul style="list-style-type: none"> Council tax collection achieves 2nd quartile in London. Minimum number of residents subject to court proceedings. Increase in the numbers of financially vulnerable residents receiving debt advice and support.
<p>4.7</p> <p>To make the best and most transparent use of procurement to ensure effective commissioning</p> <p>Contact Officer Peter Gadsdon</p>	<ul style="list-style-type: none"> Develop and implement a Procurement Plan that includes a full purchase ledger analysis and proactive review of all contracts Develop 2-year Procurement Strategies for each Category Area Provide guidance and training Contract Standing Order and e-tendering tool Promote training courses and target participants from service areas Promote cross-directorate working and 	<ul style="list-style-type: none"> Procurement Plan agreed by <i>July 2015</i> and implemented through the year with quarterly progress reviews Quarterly progress reports on the development of 2-year Procurement Strategies for each Category Area Guidance information and training on Contract Standing Order updated in line with new Contract Standing Orders and EU/UK Regulations by <i>May 2015</i> Guidance and training documentation for changes to e-tendering tool available – from implementation of new version of e-tendering 	<ul style="list-style-type: none"> All procurement conducted in accordance with the Council's procedural rules, Financial Regulations and relevant UK and EU procurement legislation Improved spend analysis through Oracle Specific examples of the use of consortia and regional collaboration to improve procurement and achieve savings Evidence of progress towards London Living Wage in procured

Objective	Key Activity	Progress Milestone	Success Measures
	<p>shared learning in procurement</p> <ul style="list-style-type: none"> • Make more use of consortia and regional collaboration opportunities to improve procurement • Improve access to, and quality of, procurement management information and supplier data to enable strategic procurement planning 	<p>tool</p> <ul style="list-style-type: none"> • Quarterly take-up reports and reviews • Reporting of Gateway Review outcomes as they are undertaken • Reporting of consortia and collaboration developments as they arise • Contracts Register reviewed and complete and relevant by <i>May 2015</i> • One Oracle Approved Supplier list updated and Category Plans reviewed quarterly 	<p>contracts</p> <ul style="list-style-type: none"> • Savings targets met and / or increased social value achieved
<p>4.8</p> <p>To provide affordable support services which meet customer requirements</p> <p><i>Contact Officer: Gordon Ludlow / Joanna Swinton-Bland, Head of Integrated Business Support</i></p>	<ul style="list-style-type: none"> • Provide property facilities that are fit and of excellent quality for both staff and customers • Reconfigure the BIBS service, improve customer service, increase use of technology and align more closely with the Community Access Strategy 	<ul style="list-style-type: none"> • Annual FM contract reviewed - <i>April 2015</i>. • Phase 1 Civic Centre improvement plan delivered - <i>April 2016</i> • Civic Centre marketing strategy approved and in place - <i>June 2015</i> • Community access strategy specifically for ad hoc letting in corporate property - <i>September 2015</i> • Progress and performance monitored – Quarterly • New BIBS structure agreed – <i>May 2015</i> • New BIBS structure implemented - <i>July 2015</i> • Investment in technology and process improvement - <i>October 2015</i> • Further reconfigurations - <i>April 2016</i> 	<ul style="list-style-type: none"> • 3500 business visitors per month to Civic Centre CSC, Library and Nationalities & Registrations; 2300 staff. • Customer satisfaction increased through revised arrangements and £1m investment • £760k spend and £198k income achieved • 100% customers are satisfied or very satisfied with BIBS service • Budget savings of 40% are achieved by <i>April 2017</i>

June 2015

Objective	Key Activity	Progress Milestone	Success Measures
<p>4.9 To complete and implement restructure of Registrars Service identifying efficiencies and staff savings</p> <p><i>Contact officer Mark Rimmer</i></p> <p><i>Head of Registrars</i></p>	<ul style="list-style-type: none"> • Amalgamate two boroughs to allow the staff pool to be better utilised • Develop streamlined work processes – best practice identified from either service. • Develop new ways of working. 	<ul style="list-style-type: none"> • Restructure of staff to work across 2 boroughs - <i>April 2015</i> • Review implementation and take any remedial action – <i>September 2015</i> • Savings delivered – <i>March 2016</i> 	<ul style="list-style-type: none"> • Positive outcomes from staff survey • 100% of statutory work delivered as required • Improved customer satisfaction ratings
<p>4.10 To prevent crime through effectively identifying and tackling sham marriages</p> <p><i>Contact officer Mark Rimmer</i></p> <p><i>Head of Registrars</i></p>	<ul style="list-style-type: none"> • Update web pages to inform Brent residents of the change in Marriage and Civil Partnership law • Develop new administrative duties to reflect change • Review electronic diary appointment slots • Train staff • Complete section 24s to highlight suspicions • Carry out home office pilot 	<ul style="list-style-type: none"> • Staff trained – <i>April 2015</i> • Continued Section 24's completed to highlight suspicions as required under statute law - <i>March 2015</i> and ongoing • Pilot implemented – <i>September 2015</i> 	<ul style="list-style-type: none"> • Marriages and Civil Partnerships delivered in accordance with statute • Notification of suspicious marriages carried out as prescribed by law • Fewer Home Office visits and arrests at wedding ceremonies
<p>4.11 To deliver online appointment service for the registration of births and deaths</p> <p><i>Contact officer</i></p>	<ul style="list-style-type: none"> • Develop the introduction of on-line booking for Birth and Death appointments. • Update website literature – promoting channel change • Work with webteam supplies to create streamlined and easy to use online booking 	<ul style="list-style-type: none"> • Appointment slots online for births introduced – <i>April 2015</i> • Review success – <i>May 2015</i> • Online service for deaths introduced following review – <i>May 2015</i> 	<ul style="list-style-type: none"> • % of births and deaths booked online • Improved telephone answering performance

Objective	Key Activity	Progress Milestone	Success Measures
<p><i>Mark Rimmer Head of Registrars</i></p>	<ul style="list-style-type: none"> Seek to improve and reduce telephone access 		
<p>4.12</p> <p>To ensure that information governance is high quality and fit for purpose in a modern organisation</p> <p><i>Contact officer: Raj Seedher Information Governance Manager</i></p>	<ul style="list-style-type: none"> Work with services to increase paperless processing Upgrade and keep under review the council's client index Work with services to improve Data Quality reporting Implement a new change of circumstances/discrepancies report 	<ul style="list-style-type: none"> Monitor solutions offered and reductions in printing - Quarterly Review client Index - Quarterly Improvements in data quality monitored - Quarterly New change of circumstances / discrepancies report delivered – <i>April 2015</i>; progress reports Quarterly Effectiveness of information governance policies and actions reported to the council's information governance group - Quarterly 	<ul style="list-style-type: none"> 50% reduction in council printing No data breaches
<p>4.13</p> <p>To ensure that the council's IT infrastructure and services governance are effective, efficient and fit for purpose in a modern organisation</p>	<ul style="list-style-type: none"> Identify and implement solutions to ensure that Brent can maintain critical IT services in a site level DR scenario 	<ul style="list-style-type: none"> Brent House availability as DR DC extended - <i>September 2015</i> AIRCON remediation for Civic DC completed, FM procured – <i>December 2015</i> All live services to Civic migrated, with Brent House used purely as a DR site - <i>April 2015</i> Permanent DR site for WAN connections identified and ready for requirement – <i>September 2015</i> Project to identify resilient DC solution for SAN/server – <i>January 2016</i> 	<ul style="list-style-type: none"> A secure, disaster resilient and highly available solution for all council key IT services in place prior to the closure of Brent House Effective IT systems across all services, as confirmed by user evaluations Reduced 'footprint' in terms of number of systems used by the

Objective	Key Activity	Progress Milestone	Success Measures
<p>Contact officer:</p> <p>Stuart Hall Head of IT Infrastructure and Service Delivery / Head of Transformation, Programmes and Budget Management</p>	<ul style="list-style-type: none"> • Deliver IT to support the new Customer Service Target Operating Model • Continue with work on take-over of IT support for the Barnet registrars offices • Procure and implement IT infrastructure for new Willesden Green Centre • Implement new libraries IT provision • Work with CapGemini to ensure progress effectiveness of OneOracle • Work with service areas to identify and develop automation opportunities and increased mobile working to deliver efficiencies outside IT • Continue negotiations with Microsoft business partner and other Application Suppliers to achieve at least maintained services at reduced costs • Identify, Procure and Deploy Single Sign On 	<ul style="list-style-type: none"> • Customer Service Target operating model monitored - Quarterly • IT support for both Brent and Barnet Registrars operating - <i>April 2015</i>; review reports - Quarterly • IT for Willesden Green Centre live - <i>August 2015</i> • Monitoring reports demonstrate new libraries IT provision delivered to plan - Quarterly • One Oracle effectiveness monitored - Quarterly • Mobile working projects monitored - Quarterly • Licensing negotiations monitored - Quarterly • Single Sign on available for use - <i>May 2015</i> 	<p>council</p> <ul style="list-style-type: none"> • Efficiency savings targets met • £500K saving from licensing negotiations


Objective	Key Activity	Progress Milestone	Success Measures
<p>4.14 To ensure that there is a sound system of internal control within the council and appropriate arrangements for managing risk</p> <p>Contact officer: Simon Lane</p> <p>Head of Audit</p>	<ul style="list-style-type: none"> Strengthen the Control Environment within the council in relation to the number of systems receiving limited assurance arrangements Detect and recover fraud losses through a programme of proactive exercises 	<ul style="list-style-type: none"> Reviews of revised Risk Registers and Audit Plan - Quarterly Status reports at CMT/Audit Committee - Quarterly Risk areas (including social housing and council tax discounts) identified and intervention projects planned - <i>June 2015</i> Projects monitored to ensure delivery - Quarterly 	<ul style="list-style-type: none"> Reduce the proportion of audits receiving limited assurance rating to 0% across council systems Recovery of 50 social housing properties Increase council tax and NNDR receipts through the removal of inappropriate discounts such as SPD and empty rates
<p>4.15 To manage financial resources effectively</p> <p>Contact officer: Eamonn McCarroll</p> <p>Operational Director of Finance</p>	<ul style="list-style-type: none"> Plan sustainable budgets to 2018/19 Contain spending within agreed budgets Continue to meet statutory financial reporting obligations Process financial transactions efficiently and effectively 	<ul style="list-style-type: none"> Updated financial strategy agreed within 2 months of CSR 2015 Budget sets out clear financial strategy to 2018/19 – <i>February 2016</i> Updated capital spending and investment strategy agreed - <i>February 2016</i> Monitoring reports show financial pressures are being considered effectively - Quarterly Draft accounts produced - <i>May 2015</i> Oracle service improvement plan implemented - <i>June 2015</i> 	<ul style="list-style-type: none"> Resources allocated to council priorities Spending matched to plans; savings monitored and delivered Unqualified audit opinion on accounts Invoices settled within agreed terms Debt collection performance benchmarked to top quartile levels

Objective	Key Activity	Progress Milestone	Success Measures
<p>4.16 To work with support Service Heads to deliver reductions in costs</p> <p>Contact officer: Eamonn McCarroll</p> <p>Operational Director of Finance</p>	<ul style="list-style-type: none"> • Produce robust benchmarking strategy for all support services • Support reductions in support service costs • Deliver agreed quality standards for support services 	<ul style="list-style-type: none"> • Local authority and other sector benchmarks for support costs researched - <i>September 2015</i> • Benchmarking approach agreed by COO DMT - <i>December 2015</i> • 'Flight paths' for each major support service agreed with Service Heads – <i>February 2016</i> • Budget for 2016/17 support services quantified in agreed unit cost measures – <i>March 2016</i> • Variances against agreed unit costs monitored and corrective action taken where appropriate - Quarterly • Standards for unit cost measures defined and quantified - <i>September 2015</i> 	<ul style="list-style-type: none"> • Support service costs reduced to target levels with agreed quality standards maintained
<p>4.17 To ensure the Legal service to the council is a high quality and fit for purpose in a modern organisation.</p> <p>Contact officer: Fiona Alderman Chief Legal Officer</p>	<ul style="list-style-type: none"> • Undertake a review of the provision of the legal services • Work with Client Departments to identify and manage demand • Agree arrangements for service provision internally and externally • Re-structure • Ensure legal service stays within budget • Report on pressures and take remedial action 	<ul style="list-style-type: none"> • Review complete – <i>May 2015</i> • New arrangements agreed by CMT – <i>June 2015</i> • New arrangements implemented – <i>August 2015</i>; completed – <i>December 2015</i> • Monitor performance and spend - Quarterly 	<ul style="list-style-type: none"> • 100% of clients are satisfied or very satisfied with the Legal Service. • Budget savings of 40% are achieved by April 2017

Objective	Key Activity	Progress Milestone	Success Measures
<p>4.18 To maximise the contribution of Brent's land and property portfolio to the delivery of Borough Plan priorities.</p> <p>Contact Officer Sarah Chaudhry</p> <p>Head of Strategic Property</p>	<ul style="list-style-type: none"> Produce a new four year Property and Assets Strategy and Action Plan. 	<ul style="list-style-type: none"> Property strategy approved by Cabinet – June 2015 Monitor action plan – Quarterly 	<ul style="list-style-type: none"> Brent's land and property assets fully supports Borough Plan goals
<p>4.19 To maximise the effectiveness of the Civic Centre, Willseden Green and the remainder of the council's operational property</p> <p>Contact Officer Gordon Ludlow</p> <p>Service Manager – client FM</p>	<ul style="list-style-type: none"> Undertake a full review of the Europa Bilfinger FM contract with a view to driving further service improvements and efficiencies Review and implement the agreed plan of Civic Centre improvements. Communicate these improvements to the business. Maximise the amount of lettings in The Drum 	<ul style="list-style-type: none"> Options appraisal – April 2015 New outcome based performance framework adopted – July 2015 Full implementation of preferred contract solution – December 2015 Phase 1 improvements complete - April 2015 Phase 2 improvements complete - March 2016 	<ul style="list-style-type: none"> Enhanced user and visitor experience to the Civic Centre and other buildings Improved performance for FM Improved user and customer experiences in the Civic Centre Income maximised and clear community access arrangements established and publicised

June 2015

Objective	Key Activity	Progress Milestone	Success Measures
<p>4.20 To ensure the council's capital programme is managed in an effective and efficient way</p> <p><i>Contact Officer Andy Donald</i></p> <p><i>Strategic Director of Regeneration and Growth</i></p>	<ul style="list-style-type: none"> • Implement revised governance, management and reporting arrangements for the capital programme, incorporating CIL, s106 and other funding 	<ul style="list-style-type: none"> • Revised arrangements for the governance, management and reporting of the capital programme agreed – <i>April 2015</i> • New arrangements implemented - <i>July 2015</i> (including within Transport) 	<ul style="list-style-type: none"> • Capital programme priorities delivered to time and budget

 Brent	Cabinet 29 June 2015 Report of the Chief Finance Officer
Wards affected: ALL	
Review of 2014/15 Financial Performance	

1.0 Introduction

- 1.1 This report sets out the year end financial position for 2014/15 and the unaudited statement of accounts

2.0 Recommendations

- 2.1 The Cabinet is asked to note the year end financial performance and the unaudited statement of account.

3.0 Budget Monitoring

- 3.1 The report highlights the key results against the service departments' revenue budgets for 2014/15. The position is summarised in the table below

Department	Gross Expenditure Budget	Gross Income Budget	Net Budget	Outturn	Variance
	£m	£m	£m	£m	£m
Children & Young People	59.4	(17.6)	41.8	42.7	0.9
Adult Social Care	113.2	(22.1)	91.1	90.3	(0.8)
Regeneration & Growth	87.2	(54.8)	32.4	32.3	(0.1)
Environment & Neighbourhoods	72.7	(40.3)	32.4	32.2	(0.2)
Central Departments	36.9	(5.1)	31.8	31.8	-
Public Health	18.8	-	18.8	18.8	-
Service Area Total	388.2	(139.9)	248.3	248.1	(0.2)
*One off income	-	-	-	(0.7)	(0.7)
Net Service Area Total	388.2	(139.9)	248.3	247.4	(0.9)

- 3.2 The majority of service departments have spent within their allocated budgets. The total underspend on budgeted activity is £0.2m.
- 3.3 The Adult Social care department received an additional £0.7m of income from the Brent Clinical Commissioning Group relating to backdated Continuing Health Care funding. This income is backdated from previous financial years and therefore has been considered a one-off item.
- 3.4 Taking this one off income in to account, the net total underspend on service department budgets £0.9m.
- 3.5 A brief commentary on each department is set out below.

Children & Young People

- 3.6 The Children & Young People's department budget overspent by £0.9m. This is primarily related to the SEN Transport budget. This is a demand led service and the number of eligible pupils has increased by 3% this year. In addition, the total cost of transportation through Brent Transport Service has risen due to increased use of taxi's and escorts for pupils travelling out of borough and pupils with complex needs and challenging behaviours.

Adult Social Care

- 3.7 The outturn position for 2014/15 is for an under spend of £0.8m. This is largely due to underspends across Commissioning (£0.3m) and Direct Services (£0.5m) relating to vacant posts that were held in these services in the first half of the year. Within Direct Services this also relates to the John Billam Day Centre that was operating below full capacity for most of 2014/15.

Regeneration & Growth

- 3.8 The departments has reported a favourable variance of £0.1m, which is primarily due to the Supporting People budget where there have been savings from an on-going review of the various Supporting People contracts of £0.9m and in-year staff vacancies across the department of approximately £0.3m.

This is offset by overspends within Property & Asset Management of £0.6m mainly due to a contract payment for the Europa relating to 2013/14 and £0.5m within Temporary Accommodation due to costs of B&Bs relating to Housing Needs for Children & Young People clients which are to be retained within the overall TA account.

Environment & Neighbourhoods

- 3.9 The Environment and Neighbourhood Services has reported an underspend position of £0.2m. This can largely be attributed to income overachievement within

Parking, Sports and Cemeteries. There are also minor budget underspends within various service units, most notably within Regulatory Services where there are a number of planned vacancies representing early delivery of savings and pending service restructure along with some posts being filled part year.

Central Departments

- 3.10 Central Departments as a whole have spent to budget. There are some under and overspends within individual service areas. Legal Services overspent by £0.5m due to budget pressures caused by the increase in volume and complexity of cases that are being managed by them.

The overspend in Legal Services is being offset by underspends elsewhere within Central Departments, most notably within HR - Learning & Development and Contract team where there are a number of deferred projects and planned vacancies representing early delivery of savings of the recent restructure along with some part-filled posts.

Public Health

- 3.11 The Public Health budget has reported a breakeven position. However, with any complex budget there are some under and overspends within individual items.

The service overspent in the activity led GUM contracts but was offset by underspends in the Local Enhanced Services. In addition the service had unfilled vacant positions carried throughout the year.

The Public Health budget is funded via a ring fenced grant, so any over or underspends would need to be transfer to a reserve to meet the grant conditions. Therefore, after accounting for all variance and reserve movements, the overall reported position for Public Health is breakeven.

Ring Fenced Budgets

Dedicated Schools' Grant

- 3.12 The DSG settlement figure for Brent was £205.856m after recoument of academies and direct funding for High Needs places.

Of the 83 schools in Brent, 65 remain under the local authority umbrella and are referred to as maintained schools. At the end of 2014/15, 3 of the 65 maintained schools in Brent are in a deficit position. Schools in deficit are required to apply for a licensed deficit and abide by the terms of the licensed deficit policy.

Prior to 2011/12 the DSG experienced considerable spending pressures relating to Special Educational Needs, in particular due to a large increase in the number of statemented pupils and the provision of specialist SEN placements. This resulted in a cumulative deficit on the DSG of £7.2m at the end of 2011/12. A deficit recovery plan was agreed by the Schools Forum that aimed to clear the deficit by the end of 2014/15. The deficit recovery plan has been successful with the deficit cleared in 2014/15.

Housing Revenue Account

3.13 The Housing Revenue Account is reporting an under spend of £4m for the year after the use of £0.9m from funds brought forward.

Description	Budget 2014-15 £'000	Actual 2014-15 £'000	Variance £'000
Income	(54,615)	(54,362)	253
Expenditure	54,726	50,828	(3,898)
Deficit/(Surplus) for the year	111	(3,534)	(3,645)
Balance B/Fwd	(511)	(949)	(438)
Balance C/Fwd	(400)	(4,483)	(4,083)

However, there continues to be pressure on the rental income budget due to the on-going decanting of dwellings at South Kilburn. The major variances are as follows:

- Repairs and Maintenance (£2,251k) - mainly due to additional income from leaseholders for Major Works and savings on the Wates contract
- Supervision and Management (£825k) – savings on management fee and core recharges offset by additional legal fees of approximately £227k
- Debt Management Expenses (£187k) – share of the authority DME was lower than anticipated and no new borrowings in 2014-15
- Special Services (£281k) –savings on ground maintenance contract via Wates
- Interest Payable and Charges (£598k) – underspend due to interest rate lower than budgeted and no new borrowings in 2014/15.
- Provision for Bad Debts £300k – mainly due to significant increase in External decorations arrears
- Rental Income £246k – overspend mainly due to increased number of RTBs than budgeted

Savings

- 3.14 The table below summarises the 2014/15 savings achieved by service area. Out of £17.8m of committed savings, £17.4m (97.8%) have been delivered.

Service Area	2014/15 Savings	Percentage of 2013/14 budget	Savings Achieved	Variance
	£m		£m	£m
Children & Young People	3.2	7.1%	3.0	0.2
Adult Services	4.5	4.8%	4.3	0.2
Regeneration & Growth	2.7	7.6%	2.7	0.0
Environment & Neighbourhoods	3.4	9.6%	3.4	0.0
Central Departments	4.1	11.6%	4.1	0.0
Total	17.8		17.4	0.4

- 3.15 Children and Young People have a shortfall against their savings target. This under delivery relates to SEN Transport, in particular savings due to efficiencies in routing (£0.1m) and savings arising from new eligibility criteria (£0.1m). Whilst new eligibility criteria has seen a 2.5% reduction in SEN pupils receiving transport, the total number of reductions has not been enough to deliver the savings committed.
- 3.16 Adult Services have a shortfall against their savings target. Mental Health Services had a savings target of £1.0m, of which £0.2m has not been achieved in 2014/15 in terms of a reduction in Mental Health residential care placements.

Debt & Income Collection Analysis

Council Tax and NNDR

- 3.22 In terms of Council Tax, the total amount required to be collected for 2014/15 was £83.9m (excluding the GLA share) and the collection rate target was 95.9%.
- 3.23 The final collection rate for Council Tax in 2014/15 was 95.6%, fractionally down on the figure of 95.7% in 2013/14. Figures for other London boroughs for 2014/15 are not yet available, but the 2013/14 figure was slightly below the London average of 96.2%. Brent had the 21st highest collection of the London boroughs (the same as the previous year). Brent was only narrowly behind several other boroughs. 16 boroughs had collection rates between 95% and 97%, and Brent was within 0.6% of a further 6 boroughs.

- 3.24 For 2014/15 there was a significant reduction in the total of Council Tax Support granted, largely due to falling unemployment. The total granted for 2013/14 was £28.7m, compared to £26.6m in 2014/15. Therefore, the total cash collectable was around £1.6m higher as a result (after allowing for the GLA share). There was also an increase in cash collectable as a result of new properties coming in to rating and reductions in discounts and exemptions. The overall effect of this (including the reduction in CTS) was to increase Brent's share of the collectable income by approximately £4.0m, compared to the figure used in setting the 2014/15 budget. Therefore even though the overall collection rate fell very slightly compared to last year, the actual income was substantially above the budget forecast figure.
- 3.25 For NNDR, the total amount collectable was £110.0m (where Brent retains a 30% share as a result of legislative changes to Business Rates) and the collection rate target was 97.7%. The final collection figure was 98.1%, an increase of 0.5% on the 97.6% achieved in 2013/14, although it should be noted that collection rates for NNDR are more volatile than for Council Tax, as they are affected by changes in the Rating List (e.g. if a property with a large rates bill comes in to rating, until a payment is made this will reduce the overall collection percentage, or if one is removed from rating or has a substantial rateable value reduction the collection percentage will increase until the refund due is made). This has much more effect than for Council Tax, as an individual properties NNDR bill can be several hundred thousand pounds (or in rare instances over £1m). It should also be noted that there was a deadline of 31 March 2015 for ratepayers to appeal against their valuation on the 2010 list, and around 800 new appeals were lodged during March 2015, bringing the number of outstanding appeals to 1,400. Many of these appeals will be speculative and unlikely to be successful, or are for low value properties, but allowance for some reductions was required in the 2014/15 outturn figures. After allowing for this Brent's retained income figure was £300k below the budgeted figure.
- 3.26 In 2013/14 Brent collected 97.6% of the total NNDR due. This was the 17th highest of the London boroughs, up from 20th the previous year. The London average was 98.4%. Collection is higher in inner London, with the outer London average being 97.8%.

Parking

3.27 Parking debt is analysed by measuring the total number of Penalty Charge Notices (PCNs) issued against the expected yield of the total debt raised, as shown below:

Month	Debt Raised £m	Issued PCNs	Forecast £m	Cash collected on 14/15 PCNs £m	Cash collected from previous years debt £m	Total cash collected £m
Apr-14	1.3	14,079	0.7	0.6	0.1	0.7
May-14	1.4	15,659	0.8	0.6	0.1	0.7
Jun-14	1.1	14,139	0.7	0.2	0.5	0.8
Jul-14	1.2	13,844	0.7	0.6	0.1	0.7
Aug-14	1.0	12,898	0.7	0.6	0.1	0.7
Sep-14	1.0	13,035	0.7	0.6	0.1	0.7
Oct-14	1.2	13,822	0.7	0.6	0.0	0.6
Nov-14	1.0	12,353	0.7	0.6	0.0	0.6
Dec-14	0.8	10,991	0.7	0.5	0.0	0.6
Jan-15	1.0	13,281	0.7	0.6	0.0	0.6
Feb-15	1.1	1,244	0.6	0.6	0.0	0.6
Mar-15	1.3	16,072	0.6	0.6	0.0	0.6
Total	13.4	151,417	8.3	6.7	1.0	7.9

3.28 Whilst there are variations in the volume of PCN issued during the current year, the level of revenue forecast remains broadly the same as 2013/14, representing around 64% of actual debt raised. The method of forecasting is based on a prevailing 18 month PCN yield multiplied by the volume of sales by month.

3.29 The brought forward enforcement debt relating to previous financial years is £3.4m (£1.7m from 2012/13 and £1.7m from 2013/14). A bad debt provision was created for this debt, based on an expected recovery rate. To date approx. £0.9m of this debt has been collected.

HRA Council Tenant Debt

3.30 HRA Council Tenant debt is analysed in three categories; Current Tenants, Former Tenants and Other Non-Rental Debts.

The table below shows the balances for 2014/15.

	January £'000	March £'000
Current Tenants	1,587	1,477
Former Tenants	529	523
Other	559	610
Total	2,675	2,610

3.31 Overall debt has reduced from £2.675m in January to £2.610m in March. This indicates a 2.4% reduction in outstanding debt compared to the previous period. The rent collection rate at the end of quarter was 98.52%. The level of the tenants' debt reflects:

- An increasing number of residents claiming they are unable to pay their rent. This is due to changes in employment, changes in benefit rates and people who are in employment but now not eligible to claim housing benefit as they are just above the threshold.
- Debt Relief Orders and IVA are becoming more increasing.
- DWP sanctions are increasing.
- Court hearings being adjourned due to the tenants citing disrepair.
- Issues with successions and introductory tenancies which are having an impact on arrears.

Capital

- 3.32 The following table sets out the 2014/15 Capital Outturn position (£71.4m) against the Revised Budget (£90.3m) approved by Full Council at its meeting on 2nd March 2015. The table outlines the full year variance and proposed budget carry forward (slippage) from 2014/15 to 2015/16.

The major variances on the capital programme relate to Regeneration and Growth, Environment and Neighbourhoods and the HRA which are principally due to slippage into future years of committed expenditure. There was additional spend in regard to Children and Young People reflecting spend brought forward from 2015/16 for grants provided to Nurseries.

Service Area	2014/15 Revised Budget	2014/15 Outturn	2014/15 Variance Outturn to Revised Budget	Carry Forward (Slippage) to 2015/16
	£m	£m	£m	£m
Adult Services	0.1	0.1	0	0
Children and Young People	0.3	0.4	0.1	(0.1)
Environment & Neighbourhoods	13.2	11.7	(1.5)	1.5
Finance & IT	0.4	0.3	(0.1)	0.1
Regeneration & Growth	65.9	50.6	(15.3)	14.7
Regeneration & Growth (HRA)	10.4	8.3	(2.1)	3.0
Total	90.3	71.4	(18.9)	19.2

Regeneration and Growth

- 3.33 The carry forward is £0.6m less than the underspend on the total Regeneration and Growth capital programme. This relates primarily to an actual in year underspend of £1.0m on Housing General Fund Grants which is offset by unbudgeted expenditure of £0.4m on the Civic Centre.

Regeneration and Growth - HRA

- 3.34 The carry forward exceeds the identified underspend on the HRA capital programme by £0.9m as there was unbudgeted capital expenditure in year relating to Major Repairs that was met from additional income from leaseholders in 2014/15 passed over to the capital funding account (£0.6m) with the balance being funded from an additional contribution from the Major Repairs Reserve in year.

Financial Control

- 3.35 Financial control is essential to the operation of any large organisation. The council operates many standard processes, such as budgetary control, risk management and internal audit to ensure that controls operate as intended, and where exceptions are identified these are reported to senior officers and Members in order that corrective action can be taken. The particular issues that should be highlighted at this stage are set out below.
- 3.36 As at 31st March 2015, 78 projects have been completed to draft or final stage. 67 reports have an assurance opinion associated with them, 2 (3%) received a full assurance rating, 44 (66%) are substantial, 19 (28%) are limited, 2 (3%) were given nil assurance. Of the limited assurance reports, 10 relate to council operational systems, 4 to schools and 5 to BHP. The 2 nil assurance reports were both in schools.

Work has recently commenced on the 2015/16 audit plan.

Statement of Accounts

- 3.37 The statement of accounts was considered by the Audit Committee at its meeting on the 23rd June. They will be presented to the Council's external auditor, KPMG, at the end of June. The audit of accounts will follow thereafter. A report on the auditor's work will be presented to the Audit Committee at the end of September and the Committee will be asked to approve the accounts on behalf of the Council. Following that approval the accounts will be published.
- 3.38 The draft statements, as presented to the Audit Committee, are attached as an appendix to this report. Whilst there is a prescribed format for much of the statement we do ensure that the information is presented as concisely as possible.
- 3.39 Within the accounts four statements are defined as "core financial statements", which means that they are fundamental to understanding the accounts. A short commentary on each of these is set out below.

Movement in Reserves Statement (MiRS)

- 3.40 The MiRS shows the movement in the year on the different reserves held by the Council, analysed into those reserves which can be used to fund future expenditure and to manage financial risk, these total £319m across the General Fund (revenue & capital), HRA and Schools, and unusable reserves of a technical nature which total £135m and cannot be used to fund expenditure.

Comprehensive Income and Expenditure Statement (CIES)

- 3.41 The CIES sets out the total expenditure by the authority in the 2014/15 financial year, some £1bn of gross expenditure. The format of the CIES is prescribed to us and is completely different to the council's management accounts, which are used for budget monitoring and to present income and expenditure by service area. However, reconciliation between the two is provided in the technical reconciliation section of these financial statements.

Balance Sheet

3.42 The balance sheet reports how much the council is worth. This is the difference between what we own, are owed and what we owe others. A comparison with last year shows that it has increased by £29m over the year to £454m as at 31 March 2015.

	2014/15	2013/14	Movement
	£m	£m	£m
What the council owns or is owed (assets):			
Property, Plant, equipment, vehicles and infrastructure	1,473	1,364	109
Other Assets	7	8	(1)
Amount owed to us by other people/organisations	125	111	14
Cash and cash equivalents	37	62	(25)
The amount we hold in investments	140	76	64
Total we own and are owed	1,782	1,621	161
What the council owes (liabilities)			
We owe other people/organisations	(134)	(126)	(8)
We have outstanding loans	(428)	(433)	5
We have to meet future years' pension costs	(725)	(599)	(126)
We received grants from government towards our assets	(30)	(32)	2
We have other liabilities (e.g. Cash overdrawn and provisions)	(11)	(6)	(5)
Total amount we owe	(1,328)	(1,196)	(132)
Total the council is worth	454	425	29

Cash Flow Statement

3.43 The Cash Flow Statement shows the changes in cash and cash equivalents of the Council during the 2014/15 financial year.

Other Statements and Key Notes

3.44 Members attention is also drawn to the following financial statements, which although not technically defined as "core financial statements" are nonetheless highly important to understanding key aspects of local authority services and financing:

- The Housing Revenue Account (HRA) which presents the financial transactions relating to the provision of council housing; and
- The Collection Fund which presents a summary of the collection of council tax and national non domestic rates.

3.45 The accounts also provide substantial detail by way of notes and other statements. In particular:

- Notes 2 and 7 to the core financial statements, which disclose the debtors and creditors of the council as at 31 March 2015
- Note 10 to the core financial statements, which disclose the level of earmarked revenue reserves and the purposes for which these are held.
- Notes 32, 33 & 34 that disclose the required officers pay details.

4.0 Financial Implications

4.1 The key elements of the Council's financial performance for the 2014/15 financial year were:

- Overall service departments maintained spending within budget.
- Budget savings of £17.4m were delivered during the year.
- Capital spending was maintained within budget with all planned carry forwards of funds to 2015/16.
- The level of general fund balances has been maintained at the planned level.

5.0 Legal implications

5.1 Changes to or departure from the budget during the year (other than those by Full Council) can only be agreed in accordance with the Scheme of Transfers and Virements contained in the Council's Constitution. Any decisions the Cabinet wishes to take and any changes in policy which are not in accordance with the budget and are not covered by the Scheme of Transfers and Virements will need to be referred to Full Council.

6.0 Equalities Implications

6.1 There are no specific equalities implications arising from this report.

CONTACT OFFICERS

Conrad Hall, Chief Finance Officer

conrad.hall@brent.gov.uk

CONRAD HALL
Chief Finance Officer

LONDON BOROUGH OF BRENT

STATEMENT OF ACCOUNTS

2014/15

Contents

Explanatory Foreword.....	2
Core Financial Statements	7
Balance Sheet.....	7
Movement in Reserves Statement.....	8
Comprehensive Income and Expenditure Statement.....	9
Cash Flow Statement	10
Current Assets.....	14
Liabilities.....	15
Additional Disclosures.....	20
Financial Instruments.....	26
Employee Benefits	37
Housing Revenue Account	49
Movement on the HRA Statement.....	50
Notes to the Housing Revenue Account	51
Collection Fund	53
Group Accounts.....	58
Independent auditor's report to the members of the London Borough of Brent	64
Conclusion on the London Borough of Brent's arrangements for securing economy, efficiency and effectiveness in the use of resources.....	65
Statement of Responsibilities for the Statement of Accounts.....	66
Statement of Accounting Policies	67
Additional Supporting Information and reconciliation disclosures	78
Pension Fund Accounts	89
Glossary.....	124

INTRODUCTION BY THE CHIEF FINANCE OFFICER

Brent's annual accounts show the financial performance of the Council for the year 2014/15. They present the financial position of the Council on 31 March 2015 and its income and expenditure for the year ending on that date.

It is intended that these accounts will provide a useful and important source of financial information for the community, Council Members and other interested parties. The Explanatory Foreword on the next few pages gives a brief summary of the Council's financial position in 2014/15.

I should also like to thank my staff and colleagues throughout the Council for their hard work and support during the year.

CONRAD HALL
Chief Finance Officer

23 June 2015

DRAFT

Explanatory Foreword

1. INTRODUCTION

The accounts have been produced in line with the requirements of the 2011 Accounts and Audit Regulations, the 2014/15 Code of Practice on Local Council Accounting in the United Kingdom issued by the Chartered Institute of Public Finance and Accountancy (CIPFA), and the Audit Commission Act 1998, except where specifically stated in the Statement of Accounting Policies.

2. REVIEW OF THE 2014/15 FINANCIAL YEAR

The Council set its net budget for 2014/15 on 3 March 2015 at £269.4m. This included revenue support grant from central government of £95.4m, down 17.8% on the £116.0m received in 2013/14. Other specific grants fell by over 26% (see note 14). The budget included £17.8m of savings with substantial efficiency savings, including over £3m from senior management and corporate services and £2.8m from adopting vacancy factors in staffing budgets in addition to various service specific savings.

Despite this challenging environment the council has performed strongly across a number of key financial indicators. Overall general fund expenditure was maintained within the budget and the Council has achieved its target level of non-earmarked reserves (or general fund balances) increasing balances marginally, from £12.1m to £12.2m.

2014/15 Revenue Budget Compared with Outturn

	Gross Expenditure Budget	Gross Income Budget	Net Budget	Outturn	Variance
	£m	£m	£m	£m	£m
Adult Services	113.2	(22.1)	91.1	90.3	(0.8)
Children & Young People	59.4	(17.6)	41.8	42.7	0.9
Environment & Neighbourhoods	72.7	(40.3)	32.4	32.2	(0.2)
Regeneration & Growth	87.2	(54.8)	32.4	32.3	(0.1)
Central Departments	36.9	(5.1)	31.8	31.8	0.0
Public Health	18.8	0.0	18.8	18.8	0.0
Service Total	388.2	(139.9)	248.3	248.1	(0.2)
One Off Income	0.0	0.0	0.0	(0.7)	(0.7)
Net Service Total	388.2	(139.9)	248.3	247.3	(0.9)
Central Budgets	46.9	(25.8)	21.1	21.8	0.8
Transfer to general fund	0.0	0.0	0.0	0.1	0.1
Total Budget Requirement	435.1	(165.7)	269.4	269.4	0.0
Revenue Support Grant	0.0	(95.4)	(95.4)	(95.4)	0.0
Council Tax Income	0.0	(83.9)	(83.9)	(83.9)	0.0
Non Domestic Rates	0.0	(80.4)	(80.4)	(80.4)	0.0
Other Non Specific Grants	0.0	(7.2)	(7.2)	(7.2)	0.0
Collection Fund	0.0	(2.5)	(2.5)	(2.5)	0.0
Total Funding	0.0	(269.4)	(269.4)	(269.4)	0.0
Net	435.1	435.1	0.0	0.0	0.0

The overall net worth of the council increased by £29m, driven principally by rising asset prices which led to an upward revaluation of the council's most substantial asset, council housing. This was partially offset by the low global interest environment, which had the effect of driving long term pension fund liabilities higher. Despite this the pension fund assets increased by 13% or £75m, partially reflecting trading conditions but also sound investment strategies.

This was achieved with a reduction in the number of middle managers (paid above £50,000) by 3% and the number of senior managers (paid above £75,000) by 17% as disclosed in note 33.

Debt collection remains an issue for the Council to address, and a project is underway to improve this. Outstanding short term debtors at the balance sheet date increased by over 15%, but this was substantially due to timings of payments from NHS bodies from which there is no realistic risk of non payment. However, council tax collection rates fell marginally, as disclosed in the collection fund statements. Of greater concern is the increase in HRA debt (rent arrears, note 2 to the HRA) , which have risen in cash terms by almost 30%.

Schools' balances have risen to £22m, 90% higher than the figure at 31 March 2013, and once the effect of academy conversions is taken into account the like for like comparison is even higher. A full comparison across London is not yet available, but it appears that school's balances have reduced in most London Boroughs. The £22m balance represents over 10% of the schools' relevant expenditure, whereas the council's equivalent general fund reserve is less than half of this as a proportion on net budget. The council will look to re-examine this during 2015/16.

The Housing Revenue Account (HRA) returned a substantial and unplanned surplus of £3.5m in the year increasing HRA balances to £4.5m. However, in the light of the assumed changes to right to buy legislation there is a risk that this surplus will not, in practice, be re-invested into council housing stock. The council is urgently considering contingency plans in this area.

Capital Expenditure

The Council's in-year expenditure in 2014/15 was £75.4m (2013/14 £91.6m) this includes schools expenditure. The Expenditure was within the definition of capital expenditure within the Local Government and Housing Act 1989.

Capital expenditure has been financed from the following sources:

Funding Source	2014/15 £m
Capital Receipt	(9.2)
Government Grant	(41.4)
General Fund Contributions	(5.6)
HRA Contributions	(2.0)
Borrowing	(5.2)
Major Repairs Reserve	(6.3)
Non government grants and section 106	(5.6)
Total	(75.4)

Directorate	2014/15 Capital Budget £m	2014/15 Actual £m	Variance £m	Commitments at 31 March 2015 £m
Adults	0.1	0.1	0.0	
Children and Young People	0.3	0.4	0.1	
Environment & Neighbourhoods	13.2	11.7	(1.5)	.1
Finance & IT	0.4	0.3	(0.1)	
Regeneration & Growth (excluding the HRA)	65.9	50.5	(15.3)	7.3
HRA	10.4	8.3	(2.1)	
Expenditure by schools	*	3.9	*	
Total	90.3	75.4	(18.9)	7.4

**Capital expenditure by schools is funded from their revenue budget (shown in the previous section as part of Children and Young People expenditure budget), not from the council's capital budget.*

The underspend represents slippage of project spend into 2015/16.

3. BALANCE SHEET

The net worth of the authority is represented by the difference between the authority's assets and liabilities. That is the difference between what we own, are owed and what we owe others. The net worth includes all the general, capital, earmarked and other reserves held on the balance sheet.

Summary Balance Sheet Comparison 2014/15 and 2013/14

	2014/15	2013/14	Movement
	£m	£m	£m
What the council owns or is owed (assets):			
Property, Plant, equipment, vehicles and infrastructure	1,473	1,364	109
Other Assets	7	8	(1)
Amount owed to us by other people/organisations	125	111	14
Cash and cash equivalents	37	62	(25)
The amount we hold in investments	140	76	64
Total we own and are owed	1,782	1,621	161
What the council owes (liabilities)			
We owe other people/organisations	(134)	(126)	(8)
We have outstanding loans	(428)	(433)	5
We have to meet future years' pension costs	(725)	(599)	(126)
We received grants from government towards our assets	(30)	(32)	2
We have other liabilities (eg. Cash overdrawn and provisions)	(11)	(6)	5)
Total amount we owe	(1,328)	(1,196)	(132)
Total the council is worth	454	425	29

Reserves

Overall between 2013/14 and 2014/15 the net worth of the authority has increased by £29m. This includes an increase in usable resources such as capital receipts and earmarked reserves of £36m.

Principally this reflects the slippage in the capital programme referred to above, and is therefore not an increase in the true net resources of the authority so much as a deferral of the crystallisation on the liabilities associated with its ongoing activities. This accounts for the temporary increase in the value of investments.

Long Term Assets

There is an increase in property, plant and equipment of £109m and this is made up of the revaluation of council house properties, purchase of land and assets under construction.

Borrowing/Investments

During 2014/15 the Council's net borrowing (gross borrowing less investments and cash and cash equivalents) fell by £44m. This was largely due to the strong cash flow off setting borrowing requirements to fund the capital programme of the Council. The only change to long-term borrowing was scheduled repayments in relation to borrowing undertaken on the basis of annual repayments of principal throughout the life of the loan.

As set out in the Notes to the Balance Sheet (Note 31 - Nature and extent of risks arising from Financial Instruments) the Council deposited £15m with Icelandic banks in 2008 that subsequently went into administration. Of the original deposits £14.4m has now been resolved, with a further £0.6m still outstanding.

The Council's borrowing and investment strategy is outlined annually in its Treasury Management Strategy and presented to the Audit Committee.

4. FURTHER INFORMATION

Further information on these accounts may be obtained by writing to the Chief Finance Officer at Brent Civic Centre, Wembley, HA9 0FJ.

Movement in Reserves Statement

	General Fund Balance £'000	School Balances £'000	Earmarked General Fund Reserves £'000	HRA £'000	Earmarked HRA Reserves £'000	Capital Receipts Reserve £'000	Major Repairs Reserve £'000	Capital Grants Unapplied £'000	Total Usable Reserves £'000	Unusable Reserves £'000	Total Reserves £'000
Balance as at 31 March 2013	12,060	11,645	86,591	2,586	1,836	9,198	10,859	90,194	224,969	(96,228)	128,741
Movement in reserves during 2013/14											
Surplus or (deficit) on the provision of services	6,579	0	0	43,345	0	0	0	0	49,924	0	49,924
Other comprehensive income & expenditure	0	0	0	0	0	0	0	0	0	246,501	246,501
Total comprehensive income & expenditure	6,579	0	0	43,345	0	0	0	0	49,924	246,501	296,425
Adjustments between accounting basis & funding basis under regulations	17,367	0	0	(41,566)	0	36,975	(1,639)	(3,126)	8,011	(8,011)	0
Net increase/decrease before transfers to earmarked reserves	23,946	0	0	1,779	0	36,975	(1,639)	(3,126)	57,935	238,490	296,425
Transfers to/from earmarked reserves	(23,870)	5,991	17,813	(3,416)	(12)	0	3,494	0	0	0	0
Increase/decrease in 2013/14	76	5,991	17,813	(1,637)	(12)	36,975	1,855	(3,126)	57,935	238,490	296,425
Balance as at 31 March 2014 carried forward	12,136	17,636	104,404	949	1,824	46,173	12,714	87,068	282,904	142,262	425,166
Movement in reserves during 2014/15											
Surplus or (deficit) on the provision of services	27,412	0	0	87,457	0	0	0	0	114,869	0	114,869
Other comprehensive income & expenditure										(85,607)	(85,607)
Total comprehensive income & expenditure	27,412	0	0	87,457	0	0	0	0	114,869	(85,607)	29,262
Adjustments between accounting basis & funding basis under regulations	(1,407)			(78,721)		6,746	3,977	(9,127)	(78,532)	78,532	0
Net increase/decrease before transfers to earmarked reserves	26,005	0	0	8,736	0	6,746	3,977	(9,127)	36,337	(7,075)	29,262
Transfers to/from earmarked reserves	(25,906)	4,317	21,589	(5,202)	0	0	5,202	0	0	0	0
Increase/decrease in 2014/15	99	4,317	21,589	3,534	0	6,746	9,179	(9,127)	36,337	(7,075)	29,262
Balance as at 31 March 2015	12,235	21,953	125,993	4,483	1,824	52,919	21,893	77,941	319,241	135,187	454,429

Cash Flow Statement

The Cash Flow Statement shows how the Council generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities. The amount of net cash flows arising from operating activities is a key indicator of the extent to which the operations of the Council are funded by way of taxation and grant income or from the recipients of services provided by the Council. Investing activities represent the extent to which cash outflows have been made for resources which are intended to contribute to the Council's future service delivery. Cash flows arising from financing activities are useful in predicting claims on future cash flows by providers of capital (i.e. borrowing) to the authority.

2013/14		2014/15	
£'000		£'000	Note
49,924	Net surplus or (deficit) on the provision of services	114,862	
103,515	Adjustments for non-cash movements	(90,041)	
(95,056)	Adjustments for investing and financing activities	46,397	
58,383	Net cash inflows/(outflows) from Operating Activities	71,218	
(24,935)	Net cash inflows/(outflow) from Investing activities	(89,840)	5
(7,925)	Net cash inflows/(outflow) from Financing activities	(6,399)	6
25,523	Net increase/(decrease) in cash and cash equivalents	(25,021)	
36,131	Cash and cash equivalents at the beginning of the reporting period	61,654	
61,654	Cash and cash equivalents at the end of the reporting period	36,633	3

Note 1 – Significant movements on balances of property, plant and equipment

Movements in 2014/15	Council Dwellings	Other Land and Buildings	Infrastructure Assets	Plant Vehicle & Equipment	Surplus Assets	Assets under Construction	Total	Of which PFI funded Assets	Intangible Assets
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cost or valuation									
At 1 April 2014	609,009	596,094	213,975	51,050	4,113	30,771	1,505,012	92,310	8,332
Additions	8,327	26,724	11,493	8,233	0	13,335	68,112	108	12
Depreciation written out	(28,768)	(10,004)	0	0	(42)	0	(38,814)	(362)	0
Revaluation (Revaluation Reserve)	0	26,185	0	0	1,427	0	27,612	4,353	0
Revaluation Surplus/(Deficit) on the Provision of Services	74,459	(3,697)	0	0	(124)	0	70,638	0	0
Derecognition - disposals	(9,154)	(14,557)	0	(8,888)	0	0	(32,599)	(595)	(3,093)
Reclassified (to)/from Held for Sale	0	0	0	0	0	0	0	0	0
Reclassifications	0	713	0	0	0	0	713	0	0
Other movements in cost or valuation	0	260	0	0	(260)	0	0	0	0
At 31 March 2015	653,873	621,718	225,468	50,395	5,114	44,106	1,600,674	95,814	5,251
Accumulated Depreciation/Amortisation and Impairment									
At 1 April 2015	(29,379)	(33,044)	(46,704)	(31,781)	(109)	0	(141,017)	(13,202)	(4,851)
Depreciation/ amortisation	(10,259)	(12,253)	(5,561)	(7,581)	(14)	0	(35,668)	(3,049)	(981)
Depreciation written out	375	9,867	0	0	43	0	10,285	362	0
Impairment written out	28,768	137	0	0	0	0	28,905	0	0
Derecognition - disposals	0	716	0	8,670	0	0	9,386	11	3,094
Derecognition - other	0	0	0	0	0	0	0	0	0
Assets reclassified (to)/from Held for Sale	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
At 31 March 2015	(10,495)	(34,577)	(52,265)	(30,692)	(80)	0	(128,109)	(15,878)	(2,738)
Net Book Value (Cost or Valuation less Accumulated Depreciation/Amortisation and Impairment)									
At 31 March 15	643,378	587,141	173,203	19,703	5,034	44,106	1,472,565	79,936	2,513
At 31 March 14	579,630	563,050	167,271	19,269	4,004	30,771	1,363,995	79,108	3,481

Note 1 – Significant movements on balances of property, plant and equipment

Movements in 2013/14	Council Dwellings	Other Land and Buildings	Infrastructure Assets	Plant Vehicle & Equipment	Surplus Assets	Assets under Construction	Total	Of which PFI funded Assets	Intangible Assets
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cost or valuation									
At 1 April 2013	575,171	491,338	202,704	47,230	4,072	141,277	1,461,792	89,889	6,530
Additions	16,048	21,787	11,271	6,801	41	26,231	82,179	293	1,802
Depreciation written out	0	(6,113)	0	0	0	0	(6,113)	0	0
Revaluation (Revaluation Reserve)	0	23,366	0	47	0	0	23,413	171	0
Revaluation (Surplus/Deficit on the Provision of Services)	38,597	(37,067)	0	0	0	0	1,530	2,457	0
Derecognition - disposals	(20,807)	(26,536)	0	(3,028)	0	0	(50,371)	(500)	0
Reclassified (to)/from Held for Sale	0	(8,998)	0	0	0	0	(8,998)	0	0
Reclassifications	0	1,580	0	0	0	0	1,580	0	0
Other movements in cost or valuation	0	136,737	0	0	0	(136,737)	0	0	0
At 31 March 2014	609,009	596,094	213,975	51,050	4,113	30,771	1,505,012	92,310	8,332
Accumulated Depreciation/Amortisation and Impairment									
At 1 April 2013	(18,821)	(33,781)	(41,431)	(27,243)	(87)	0	(121,363)	(10,144)	(2,803)
Depreciation/ amortisation	(10,558)	(12,045)	(5,273)	(7,841)	(22)	0	(35,739)	(3,067)	(2,048)
Depreciation written out	0	6,113	0	0	0	0	6,113	0	0
Impairment losses/(reversals) recognised in the Revaluation Reserve	0	(137)	0	0	0	0	(137)	0	0
Derecognition - disposals	0	2,327	0	3,028	0	0	5,355		
Derecognition - other	0	0	0	275	0	0	275	0	0
Assets reclassified (to)/from Held for Sale	0	4,479	0	0	0	0	4,479	9	0
Other				0	0	0	0	0	0
At 31 March 2014	(29,379)	(33,044)	(46,704)	(31,781)	(109)	0	(141,017)	(13,202)	(4,851)
Net Book Value (Cost or Valuation less Accumulated Depreciation/Amortisation and Impairment)									
At 31 March 14	579,630	563,050	167,271	19,269	4,004	30,771	1,363,995	79,108	3,481
At 31 March 13	556,350	457,557	161,273	19,987	3,985	141,277	1,340,429	79,745	3,727

Recognition of Foundation Schools

Four foundation schools, Oakington, Malorees, Kilburn Park and Furness, have been brought onto the balance sheet following the latest accounting guidance from CIPFA. The balance sheet has been restated for this adjustment. The table shows the adjustments due to these schools on the Council's prior year balance sheet figures.

Balance Sheet Line	01-Apr-2013 (£'000)	31-Mar-2014 (£'000)
Plant, Property and Equipment - Foundation Schools	17,966	17,966
Unusable Reserves (Capital Adjustment Account)	17,966	17,966

DRAFT

Current Assets**Note 2 – Debtors**

31-Mar-14		31-Mar-15	
£'000		£'000	
17,992	Central government bodies	15,406	
5,828	Other local authorities	3,922	
882	NHS bodies	8,584	
3,248	Public corporations and trading funds	3,164	
28,575	Other entities and individuals	34,231	
56,525	Total	65,307	

Note 3 - Cash and Cash Equivalents

31-Mar-14		31-Mar-15	
£'000		£'000	
27,552	Bank current accounts	27,526	
34,101	Short-term deposits	9,107	
61,654	Total	36,633	

Note 4 - Cash Flow Statement - Operating Activities

2013/14		2014/15	
£'000		£'000	
2,823	Interest received-cash inflow	3,141	
(26,103)	Interest paid-cash (outflow)	(23,430)	

Note 5 -Cash Flow Statement - Investing Activities

2013/14		2014/15	
£'000		£'000	
(91,101)	Purchase of property, plant and equipment, investment property and intangible assets	(71,789)	
(28,890)	Net increase/(decrease) in short-term and long-term investments	(64,448)	
59,292	Proceeds from the sale of property, plant and equipment, investment property and intangible assets	17,347	
35,764	Capital grants received	29,050	
(24,935)	Net cash flows from investing activities	(89,840)	

Note 6 - Cash Flow Statement - Financing Activities

2013/14		2014/15	
£'000		£'000	
(6,056)	Net increase/(decrease) in short-term and long-term borrowing	(4,359)	
(1,869)	Cash inflow/(outflow) relating to Private Finance Initiative schemes	(2,040)	
(7,925)	Net cash flows from financing activities	(6,399)	

Liabilities**Note 7 – Creditors**

31-Mar-14		31-Mar-15	
£'000		£'000	
8,141	Central government bodies	8,077	
9,225	Other local authorities	17,368	
2,070	NHS bodies	2,562	
664	Public corporations and trading funds	0	
72,592	Other entities and individuals	71,855	
92,692	Total	99,862	

Note 8 - Long-Term Liabilities

31-Mar-14		31-Mar-15	
£'000		£'000	
598,938	Pension Fund Liability	725,020	
31,737	Deferred Income	29,731	
630,675	Total	754,751	

Note 9 - Provisions

	Outstanding Legal Cases £'000	Compensation Claims £'000	Other Provisions £'000	Total £'000
<u>Short Term Provisions</u>				
Balance at 1 April 2014	0	2,517	1,484	4,001
Moved from long term				
Additional provisions made in 2014/15	0	3,086	0	3,086
Amounts used in 2014/15	0	(2,748)	(248)	(2,996)
Unused amounts reversed in 2014/15	0	0	(175)	(175)
Balance at 31 March 2015		2,855	1,061	3,915
<u>Long Term Provisions</u>				
Balance at 1 April 2014	195	1,226	1,612	3,033
Moved to short term				
Additional provisions made in 2014/15	20	62	6,727	6,809
Amounts used in 2014/15	0	(228)	(2,276)	(2,504)
Unused amounts reversed in 2014/15	0	0	(15)	(15)
Balance at 31 March 2015	215	1,060	6,048	7,323

Outstanding legal claims

Disrepair Cases - Estimated compensation due to Council tenants for disrepair cases.

Housing Repairs - To meet legal liabilities to repair leased properties.

Compensation Claims

Uninsured Losses - The Council meets a proportion of its insurance liabilities and claims from the Uninsured Losses provision. The level of the provision is reviewed annually on the basis of information from the Council's advisers.

Other Provisions

Corporate Leases - Provision for photocopier leases

NNDR Revaluations - Provision for backdated NNDR appeals

Affordable Housing PFI - Provision for shortfall of income over the term of the contract

In addition to the Uninsured Losses provision detailed above, an earmarked reserve for insurance is maintained:

31-Mar-14 £'000		31-Mar-15 £'000
2,517	Uninsured Losses provision short term	2,855
1,226	Uninsured Losses provision long term	1,060
2,500	Earmarked insurance reserve	2,500
6,243	Total	6,415

Note 10 - Transfers to/from Earmarked Reserves

Movements in the Council's usable reserves are detailed in the Movement in Reserves Statement and below. Movement in the unusable reserves are detailed in the technical reconciliation section.

	Balance at 31-Mar-14 £'000	Transfers in 2014/15 £'000	Transfers out 2014/15 £'000	Movement 2014/15 £'000	Balance at 31-Mar-15 £'000
General Fund					
Technical and other obligations					
S106 and Community Infrastructure Levy	26,721	7,572	(5,638)	1,934	28,655
Affordable Housing PFI Transformation	2,942	525	(1,316)	(791)	2,151
Service Pressures	5,853	783	(370)	413	6,265
Future Funding Risks	2,000	3,450	0	3,450	5,450
Council Tax, Business Rates & Local Welfare	0	5,100	0	5,100	5,100
Redundancy & Restructuring	3,246	1,448	0	1,448	4,695
Welfare Reform	3,725	0	0	0	3,725
Other Central	3,510	0	0	0	3,510
JFS School PFI	3,673	290	(584)	(294)	3,379
Employment Initiatives	2,746	114	0	114	2,860
Insurance	3,174	0	(479)	(479)	2,695
2Yr Old additional Funding	2,500	0	0	0	2,500
Willesden Sports Centre PFI	2,440	0	0	0	2,440
Property & Civic Centre	2,086	100	0	100	2,186
Public Health	4,032	57	(2,019)	(1,962)	2,070
South Kilburn	1,326	541	0	541	1,868
HMO Licensing	900	900	0	900	1,800
	0	1,365	0	1,365	1,365
Total	70,874	22,246	(10,406)	11,841	82,714
Capital Finance Related					
Capital Financing	2,900	2,400	0	2,400	5,300
Revenue Contribution to Capital	2,930	2,400	0	2,400	5,330
Pension Liabilities	0	4,466	0	4,466	4,466
Capital Funding	2,068	0	(14)	(14)	2,054
Total	7,898	9,266	(14)	9,252	17,150
Joint Arrangements					
Brent NHS Trust Joint Venture	9,008	860	(458)	402	9,410
Better Care Development Fund	0	2,200	0	2,200	2,200
Delayed Transfer of Care	0	325	0	325	325
Total	9,008	3,385	(458)	2,927	11,935

Other Service Reserves					
Adults & Children & Young People	4,289	2,644	(1,619)	1,025	5,314
Environment & Neighbourhoods	1,349	1,417	(110)	1,308	2,657
Property	1,648	0	0	0	1,648
Regeneration & Growth	8,445	1,096	(5,956)	(4,861)	3,584
Corporate	893	919	(820)	98	991
Total	16,623	6,076	(8,506)	(2,430)	14,193
General Fund Total	104,404	40,973	(19,384)	21,589	125,993
HRA					
Housing Revenue Account	1,825	0	0	0	1,825
HRA Total	1,825	0	0	0	1,825
Schools					
School Balances	17,636	4,317	0	4,317	21,953
Schools Total	17,636	4,317	0	4,317	21,953
Grand Total	123,864	45,290	(19,384)	25,906	149,770

Note 11 - Other Operating Expenditure

31-Mar-14		31-Mar-15	
£'000		£'000	
3,360	Levies	2,603	
1,074	Payments to the Government Housing Capital Receipts Pool	975	
(14,667)	Gains/(losses) on the disposal of non-current assets	3,735	
(10,233)	Total	7,314	

Note 12 - Financing and Investment Income and Expenditure

31-Mar-14		31-Mar-15	
£'000		£'000	
24,181	Interest payable and similar charges	24,212	
34,668	Pensions interest cost and expected return on pensions assets	25,428	
(2,988)	Interest receivable and similar income	(3,281)	
(209)	(Surplus)/Deficit on Trading Accounts	41	
55,652	Total	46,400	

Note 13 - Financial Instruments - Income, Expense, Gains and Losses

The Council incurred interest expense of £24,212k in 2014/15 (£24,181k in 2013/14) and received interest income of £3,281k in 2014/15 (£2,988k in 2013/14). This expense and income is shown within the surplus or deficit on the provision of services

Note 14 - Taxation and non-Specific Grant Incomes

31-Mar-14		31-Mar-15	
£'000		£'000	
(86,561)	Council tax income	(89,332)	
(46,532)	NNDR Top Up	(47,439)	
(31,815)	Business Rates	(34,937)	
(115,976)	Revenue Support Grant	(95,368)	
(13,441)	Other government grants & taxation	(12,116)	
(42,707)	Capital grants and contributions	(29,050)	
(337,032)	Total	(308,243)	

Note 15 – Material items of Income and Expenses

All material items are disclosed in the statements for 2014/15 and 2013/14.

Additional Disclosures

Note 16 – Acquired and Discontinued Operations

The council has no transactions to disclose.

Note 17 - Pooled Budgets

The Council entered into partnership agreements under Section 31 of the Health Act 1999 with NHS Brent CCG for the Integrated Community Equipment Service Partnership Board. The London Borough of Brent is the host partner for Occupational Therapy equipment. Funding for Occupational Therapy equipment is split 41% London Borough of Brent and 59% NHS Brent CCG. There is also a Section 31 arrangement with the Central and North West London NHS Foundation Trust (CNWLNFT) which is the host partner for Mental Health. The funding split in this case is 30% London Borough of Brent and 70% CNWLNFT.

The Partnership's income and expenditure for 2014/15 was:

	Mental Health £'000	Occupational Therapy £'000
Funding: London Borough of Brent	(350)	(450)
NHS Brent CCG	0	(654)
CNWLNFT	(954)	0
Total Funding	(1,304)	(1,104)
Expenditure	1,303	1,385
Net Overspend/(Underspend)	(1)	280
2013/14 Net Overspend/(Underspend)	(38)	110

Note 18 – Members' Allowances

Total payments including National Insurance costs in 2014/15 were £1,035,694 (£943,654 in 2013/14).

Details of the Members' Allowances scheme are available on Brent's website (www.brent.gov.uk).

Note 19- External Audit Costs

31-Mar-14 £'000		31-Mar-15 £'000
264	Fees payable to KPMG with regard to external audit services carried out for the year	264
	Fees payable to KPMG with regard to additional audit services carried out for the year	6
33	Fees payable to KPMG for the certification of grant claims and returns for the year	24
297	Total	294

Note 20 - Contingent Liabilities

The Council has a number of contingent liabilities listed below. The potential maximum liability for all the issues could be in the region of £8.2m. Figures are not shown against contingent liabilities where there are legal proceedings or the disclosure would adversely affect the outcome.

The Council has received a claim from a company that owns a piece of land, in which it bought from the Council, stating that the Council is liable to decontaminate the land. The Council is resisting the claim and is making no specific provision. This matter has not progressed over the past five years.

The Council has received a new claim in respect of social care clients.

A number of claims to Employment Tribunals have been made against the Council. The Council is disputing these claims.

A number of primary schools within the borough have disputes about leases in respect of photocopiers and other IT equipment.

The Council has received a claim in relation to the leasing of a building and two claims relating to construction contracts.

The Council has a claim relating to historic overpayment of salaries.

Note 21 - Exceptional Items

There were no exceptional items in the 2014/15 accounts.

Note 22 - Grant Income

The Council credited the following grants, contributions and donations to the Comprehensive Income and Expenditure Statement:

2013/14 £'000	Credited to Services	2014/15 £'000
3,849	Adult and Community Learning from Learning and Skills Council	3,468
201,975	Dedicated Schools Grant (DSG)	200,296
4,815	Discretionary Housing payments	4,261
3,355	Housing Benefit and Council Tax Benefit Administration	3,355
0	Local Welfare Programme Funding	1,021
3,418	Private Finance Initiative Housing Non HRA	3,418
293,076	Mandatory Rent Allowances: subsidy	294,858
22,321	Mandatory Rent Rebates outside HRA	24,121
18,335	Public Health	18,848
1,242	Private Finance Initiative Willesden Sports Centre - PFI Rese	1,242
9,159	Pupil Premium Grant	11,339
4,878	REFCUS revenue grants	11,930
30,606	Rent Rebates Granted to HRA Tenants: subsidy	29,741
6,929	Sixth forms funding from Learning and Skills Council (LSC)	5,567
1,016	Troubled Families	1,023
0	Universal Infant School Meal	1,867
8,960	Other Miscellaneous Grants	9,133
613,934	Total	625,489

2013/14 £'000	Credited to Taxation and Non Specific Grant Income	2014/15 £'000
	Grants:	
9,103	Basic Safety Needs	4,095
1,148	Targeted Basic Safety Needs	0
11,300	Framework Academies	6,051
5,833	Transport for London	4,969
2,132	LA Capital Maintenance	2,291
0	Disabled Facilities	10
1,370	Other Grants	4,062
	Contributions:	
11,820	S106	7,572
42,706	Total	29,051

DRAFT

Note 23 - Deployment of Dedicated Schools Grant

The Council's expenditure on schools is funded by grant monies provided by the Department for Education (DfE), the Dedicated Schools Grant (DSG).

The DSG is ring-fenced and can only be applied to meet expenditure properly included in the Schools Budget.

In 2014-15, as in previous years, an element of the DSG was recouped by the DfE to fund academy schools in the borough.

The Schools Budget includes elements for a restricted range of services provided on an authority-wide basis and for the Individual Schools Budget (ISB), which is divided into a budget share for each school.

Over and underspends on the two elements (i.e. central expenditure and ISB) are accounted separately and the Council is able to (where it can afford) supplement the schools budget from its own resource.

The DSG received in 2014/15 was deployed as follows:

	Central Expenditure	Individual Schools Budget	Total
	£	£	£
Final DSG for 2014-15 before Academy Recoupment			272,648,000
Academy figure recouped for 2014-15			(72,352,000)
Total DSG after recoupment for 2014-15			200,296,000
Brought Forward from 2014-15			(1,183,119)
Carry Forward to 2014-15 agreed in advance			1,183,119
Agreed initial budgeted distribution in 2014-15	49,408,915	150,887,085	200,296,000
In year adjustments	6,478,510	(7,071,510)	(593,000)
Final budgeted distribution for 2014-15	55,887,425	143,815,575	199,703,000
Less Actual Central Expenditure	(54,354,877)		(54,354,877)
Less Actual ISB deployed to schools		(143,815,575)	(143,815,575)
Plus Local Authority contribution for 2014-15	0	0	0
Carry Forward to 2015-16 agreed in advance	1,532,548	0	349,429

Note to the NTA (Notes to the Accounts)

The final DSG for 2014-15 before academy recoupment figure included an estimate of funding for the early years block which was derived from 2013-14 early years data.

The final allocation for the 2014-15 early years block was made in May 2015 using the Jan 2015 census figures with the resulting adjustment (reduction in funding) treated as an "in year adjustment" for 2014-15. This adjustment has effectively reduced the DSG carry forward to £942,429. The accounts currently reflect both the higher DSG grant and carry forward.

Note 24 – Related Party Transactions

The Council is required to disclose material transactions with related parties – bodies or individuals that have the potential to control or influence the Council or to be controlled or influenced by the Council.

Central Government provides grant income for the Council which is shown in Note 22 - Grant Income.

Councillors and Chief Officers complete related party transactions forms each year.

A number of voluntary organisations which received grants from the London Borough of Brent in 2014/15 have Brent Members as Directors, Trustees or employees.

The following disclosures have been made where material transactions were made as obtained from Members' 2014/15 Declarations of Related Party Transactions (where the organisation received a significant amount of funding):

	£'000
Community Development Centre (CODEC)	4
Brent Centre for Young People	28
Community Voluntary Services (CVS) Brent	103
Help Somalia Foundation	6
Local Government Information Unit (affiliation fee)	26
Brent Housing Partnership (management fee)	7,624

London Borough of Brent Pension Fund - administrative support is provided to the Fund. The Pension Fund's accounts are shown separately in this document. The Council charged the Pension Fund £0.754m for administering the fund in 2014/15 (£0.880m was charged in 2013/14).

Pooled Budgets - Details of partnerships with NHS Brent CCG and the North West London Mental Health Trust are shown in Note 17 - Pooled Budgets to the Core Financial Statements.

Subsidiary Company - Brent has one subsidiary, Brent Housing Partnership (BHP) Limited. The Council paid a management fee to BHP of £7.624m in 2014/15 (£8.046m in 2013/14).

Barham Park Trust is a charity that is controlled by the council as a result of the council appointing all the trustees and is included in Brent's Group accounts as a subsidiary. Brent held £445k on behalf of the Barham Park Trust.

The Group Accounts can be found later in this document and combine the accounts of Brent, BHP and Barham Park Trust.

As at 31 March 2015 the Council was owed £231.6k by NHS Brent CCG. There were no provisions for bad debts relating to the above.

Locata

Brent, in partnership with other London boroughs and Housing Associations, is operating a joint lettings scheme for housing tenants. A company called Locata (Housing Services) Limited has been set up for this purpose.

Brent is liable to contribute to the debts and liabilities of Locata up to £10, if it was wound up.

Locata's accounts have not been consolidated into Brent's group accounts because the sums involved are not material to the Council's accounts and because Brent has limited influence on the company (less than 20% voting rights)

A copy of Locata's accounts can be obtained from Companies House www.companieshouse.gov.uk.

Note 25 - Capital Expenditure and Capital Financing

2013/14			2014/15		
GF	HRA	Total	GF	HRA	Total
£'000	£'000	£'000	£'000	£'000	£'000
66,079	16,048	82,127	52,096	8,327	60,423
31	0	31	0	0	0
1,802	0	1,802	12	0	12
7,604	0	7,604	14,917	0	14,917
75,516	16,048	91,564	67,025	8,327	75,352
(19,110)	(2,044)	(21,154)	(9,180)	0	(9,180)
(43,438)	(20)	(43,458)	(46,975)	(30)	(47,005)
(3,248)	(1,670)	(4,918)	(5,637)	(2,015)	(7,652)
0	(12,197)	(12,197)	0	(6,282)	(6,282)
(520)	(118)	(638)	0	0	0
(9,199)	0	(9,199)	(5,233)	0	(5,233)
(75,515)	(16,049)	(91,564)	(67,025)	(8,327)	(75,352)
		0			0
		1,365,661			1,473,885
		3,480			2,513
		4,519			4,519
		(171,809)			(194,905)
		(587,631)			(677,210)
		(31,737)			(29,731)
		582,483			579,071

Financial Instruments

Note 26 - Financial Instruments Categories

The following categories of financial instrument are carried in the Balance Sheet. In addition, cash and cash equivalents are disclosed in Note 3 - Cash and Cash Equivalents.

	Long Term			Current		
	31 March 2015 £'000	31 March 2014 £'000	31 March 2013 £'000	31 March 2015 £'000	31 March 2014 £'000	31 March 2013 £'000
Investments						
Loans and receivables	0	5,000	0	139,673	70,226	46,336
Unquoted equity investment at cost	100	100	100	0	0	0
Total investments	100	5,100	100	139,673	70,226	46,336
Debtors						
Loans and receivables	59,646	54,008	42,346	0	0	0
Financial assets carried at contract amounts				34,231	28,575	28,093
Total Debtors	59,646	54,008	42,346	34,231	28,575	28,093
Borrowings						
Financial liabilities at amortised cost	(419,316)	(423,662)	(428,003)	(8,564)	(8,577)	(10,509)
Total Borrowings	(419,316)	(423,662)	(428,003)	(8,564)	(8,577)	(10,509)
Other Long Term Creditors						
PFI and finance lease liabilities	(34,182)	(33,444)	(38,065)	0	0	0
Total Other Long Term Creditors	(34,182)	(33,444)	(38,065)	0	0	0
Creditors						
Financial liabilities carried at contract amounts	0	0	0	(71,855)	(72,592)	(61,501)
Total Creditors	0	0	0	(71,855)	(72,592)	(61,501)

Note 27 – Fair Values of Assets and Liabilities

The Council's long term financial assets and financial liabilities are carried in the Balance Sheet at amortised cost. The portion of borrowings and investments due to be settled within 12 months of the Balance Sheet date are presented in the Balance Sheet under short term borrowings or short term investments. This includes accrued interest for long term investments and borrowings, as well as accrued interest for cash and cash equivalents.

The Council's long term borrowing at 31 March 2014 and 31 March 2015 consisted of loans from the Public Works Loan Board (PWLB) and market loans. The PWLB has provided the Council with Fair Value amounts in relation to its debt portfolio, assessed by calculating the amounts the Council would have had to pay to extinguish the loans on these dates. In the case of market loans, the Council's Treasury Adviser has calculated the fair value based on equivalent swap rates at the Balance Sheet date. The carrying amount of short-term borrowing is considered to be at fair value.

In the case of the Council's investments, these consisted almost entirely of term deposits with Banks and Building Societies. The maturity dates of these investments were within 12 months of the Balance Sheet date. The contracts of term deposits do not permit premature redemption. None of the investments were impaired (i.e. at risk of default), apart from the impairments incurred as a result of the Icelandic situation.

Financial Liabilities

31-Mar-14			31-Mar-15	
Carrying Amount	Fair Value		Carrying Amount	Fair Value
£'000	£'000		£'000	£'000
8,577	8,577	Short Term Borrowing	8,564	8,564
423,662	560,664	Long Term Borrowing	419,316	661,987
33,444	33,444	Long Term Creditors	34,182	34,182

The Fair Value of financial liabilities is higher than the carrying amount because the authority's portfolio of loans includes a number of loans where the interest rate payable is higher than the rates available for similar loans at the Balance Sheet date.

Financial Assets

109,326	109,326	Loans and Receivables	148,782	148,782
54,008	54,008	Long Term Debtors	59,646	59,646

The amortised value of investments is felt to be a good estimate of the Fair Value.

Impairment of Deposits with Icelandic Banks

Heritable Bank

Heritable bank is a UK registered bank under Scots law. The company was placed in administration on 7th October 2008. As at 31 March 2015, the Council had recovered £9.4m of the original £10m deposit and a further repayment may arise subject to the result of court action. The impairment made by the Council is essentially the balance of the deposit outstanding.

Glitnir Bank hf

Glitnir Bank hf is an Icelandic entity. The Council has received £4.7m of the original £5m loan in final settlement of its claim.

Note 28 – Leases

Authority as Lessee

Finance Leases

Brent Council leases some of its IT equipment and Vehicles under finance leases. The assets acquired are included in Plant, Property and Equipment in the balance sheet as part of Plant, Furniture, Vehicles and Equipment in the notes at the following net amounts

31-Mar-14 £'000		31-Mar-15 £'000
13	Plant, Furniture, Vehicles and Equipment	5,307

The council is committed to making minimum payments comprising of repaying the outstanding liability for the capital purchase, and interest upon the outstanding liabilities. The minimum lease payments are made of the following amounts

31-Mar-14 £'000		31-Mar-15 £'000
	Finance lease liabilities	
119	Current	1,151
7	Non-current	4,155
2	Finance costs payable in future years	215
128	Minimum lease payments	5,521

These minimum lease payments are payable over the following periods

	Total Minimum Lease Payments		Present Value of Minimum Lease Payments Repayable Minimum Lease Payments Repayable	
	2014-15	2013-14	2014-15	2013-14
	£'000	£'000	£'000	£'000
Not Later than one year	1,237	120	1151	119
Later than one year and not later than five years	4,283	8	4155	7
	5,520	128	5,306	126

The increase in finance lease values is due to the start of a new Public Realm contract in 2014-15, which contains embedded leases for vehicles and equipment used for the contract. Finance lease values at 31.3.14 were low as the previous Waste Services contract was coming to an end.

Operating Leases

Brent Council leases Land & Buildings, Office Equipment, vehicles, and telecommunications Equipment in order to provide its services.

The Future Minimum payments under these leases in future years are:

2013-14 £'000		2014-15 £'000	
1,147	Not later than one year	644	
3,494	Later than one year and not later than five years	1,985	
6,482	Later than five years	6,861	
11,123	Total	9,490	

The council sub-leases office accommodation and sports grounds. The future minimum sub lease payments to the council for these sub leases are:

2013-14 £'000		2014-15 £'000	
115	Future Minimum Sublease Payments Receivable	0	

The expenditure charged to Comprehensive Income and Expenditure Statement for these leases is detailed below:

2013-14 £'000		2014-15 £'000	
2276	Minimum Lease payments	1,355	
(38)	(Sublease payments receivable)	(103)	
2,222		1,252	

The council is required to disclose embedded leases in line with the principles of IFRIC 4. IFRIC 4 requires disclosure of the total payment required where payments cannot be separated in separate payments for services and for assets. Lease elements of contracts for Public Realm, Waste Services and Parking Enforcement have been separated and are disclosed above in the finance and operating lease sections.

The following payments are for two Special Education contracts where payments cannot be separated, so are disclosed separately from other leases:

2013-14 £'000		2014-15 £'000	
227	Minimum Lease payments	0	

Authority as Lessor

Finance Leases

Brent Council leases Northwick golf course to a commercial operator on a finance lease with a remaining term of 93 years.

The authority has a gross investment in the property which is the present value of future lease payments receivable under the contract. The gross investment is made up of the following amounts:

2013-14 £'000		2014-15 £'000	
	Finance lease debtor		
1,249	Non Current	1,249	
1,249	Gross Investment in Lease	1,249	

The gross investment in the lease and the minimum lease payments will be received from the commercial operator over the following periods:

	Gross Investment in the Lease		Present Value of Minimum Lease Payments	
	2014-15	2013-14	2014-15	2013-14
	£'000	£'000	£'000	£'000
Later than five years	1,249	1,249	1,249	1,249
	1,249	1,249	1,249	1,249

In addition to the payments made by the commercial operator shown above, the council receives contingent rent based on the turnover of the golf course. In 2014-15, £22k contingent rent was receivable.

Operating Leases

The council leases out a number of its properties both for commercial use and service provision.

Future minimum lease payments expected under these contracts are:

2013-14 £'000		2014-15 £'000	
953	Not later than one year	1,009	
1,767	Later than one year and not later than five years	3,176	
30,707	Later than five years	35,745	
33,427	Total	39,930	

The increase in future lease payments in 14-15 is largely down to two additional leases of parts of the Civic Centre.

The council receives additional contingent rent for one of its properties based on the turnover of the lessee's business. In 2014-15, £50k contingent rent was receivable.

Figures for operating leases for 13-14 have been updated to reflect additional information about these leases.

Note 29 – Private Finance Initiative (PFI) and Service Concessions

The Council has entered into three PFI projects which have generated assets to be used by the Council, these are:

- In 1998/99 a 20 year project to provide and maintain street lights throughout the Borough, legal title to these street lights transfers to Brent at the end of the contract. The contract pays for the maintenance and operation of the streetlights throughout the contract period.
- In 2006/07 a 25 year project to provide, operate and maintain a new sports centre and related facilities in Willesden; legal title to this sports centre transfers to Brent at the end of the contract.
- In 2008/09 the Council entered into phase 1 of a 20 year project to provide and maintain social housing, and replacement residential facilities for people with learning disabilities. Phase 2 of this contract was signed in 2010-11 Legal title to the residential facilities for people with learning disabilities transfers to Brent. Brent controls the residual value of 158 units of the housing stock at the end of the contract by a combination of restrictions on the sale and use of the social housing built and guaranteed nomination rights to 158 of the properties built. The complexities of this contract are further detailed below.

The Council has reviewed its contracts and identified the following agreements that meet the definition of a Service Concession:

- In 2005/06 a 32 year agreement was made to provide and maintain social housing within Stonebridge. Whether or not a block of flats or house paid for by this contract appears on Brent's balance sheet was determined by a tenant's vote at the start of the contract. The PFI operator manages and maintains these properties on behalf of Brent.
- Changes to the PFI were agreed after the end of the financial year with the contractor, which reduced our long term contractual commitments from £17.4m to £5.6m. A provision of £5.6m has been included in note 9 to reflect this.

The assets that have been recognised on the balance sheet funded by PFIs and service concessions are shown in Note 1 on Plant, Property, and Equipment.

These assets are funded by the following liabilities which are repaid over the course of the contract to recompense the PFI operator for the capital expenditure they have carried out.

2013-14 £'000		2014-15 £'000	
37,806	Balance outstanding at start of year	35,950	
(1,869)	Payments during the year	(2,040)	
13	Additional liabilities	22	
35,950	Balance outstanding at end of year	33,932	

The following future payments are expected to be made on the PFIs and Service Concessions:

	Payment for Services £'000	Reimbursement of Capital Expenditure £'000	Interest £'000	Total £'000
Payable in 2015/16	3,108	2,994	3,486	9,588
Payable with two to five years	13,289	10,464	12,410	36,163
Payable within 6 to 10 years	9,117	12,811	12,529	34,457
Payable within 11 to 15 years	9,667	16,551	9,814	36,032
Payable within 16 to 20 years	4,225	9,746	6,945	20,916
Payable within 21 to 25 years	853	3,896	2,426	7,175
Total	40,259	56,462	47,610	144,331

Where a PFI asset is paid for by third party payments, the statement of recommended practice requires recognition of deferred income, recognising the expected future third party payments. The following deferred income balance has been recognised in line with the Code of Practice:

2013-14 £'000		2014-15 £'000	
(33,745)	Deferred Income opening balance	(31,738)	
0	Additions		
2,007	Amortisation	2,007	
(31,738)	Deferred Income closing balance	(29,731)	

Further details of the Housing and Adult Social Care PFI: assessed under IFRS this contract has three distinct elements:

1. Residential facilities for people with learning disabilities Legal title to 20 units residential facilities for people with learning disabilities transfers to Brent. This element of the PFI is accounted for using the service concession rules for IFRIC 12
2. Residential social housing with guaranteed nomination rights Brent controls the residual value of this Social Housing stock at the end of the contract by a combination of restrictions on the sale and use of the social housing built and nomination rights to some of the properties built. Brent will be granted at least 158 nomination rights. This element of the PFI is accounted for using the service concession rules for IFRIC 12.
3. Residential social housing without guaranteed nomination rights This residual stock after Brent is granted at least 158 nomination rights. This will be at most 206 units. These units can be sold by the PFI Operator to other Registered Social Landlords under the conditions of the contract. This element is therefore considered to be temporary housing stock, and is accounted for using the embedded lease rules for IFRIC 4.

The Assets and Liabilities for element 2 of the PFI have been calculated using the ratio of 158:364, which is the ratio of guaranteed nomination rights to total social housing properties.

The payments for element 3 are the residual payments once elements 2 and 3 are accounted for.

There are a number of uncertainties about this contract where the Council's assets and liabilities may be affected by uncertain future events:

- The number of nomination rights is governed by House Price inflation: the higher house price inflation is the greater the number of nomination rights.
- The PFI Operator is allowed to sell a number of properties to equal in value to the principal amount of senior debt for the PFI. The principal amount of senior debt will be affected by future social housing rents. It is also possible that refinancing of the contract could lower the principal amount of senior debt.

- At this stage, it is not possible to state to which 158 properties the Council will get permanent nomination rights. This will be determined over the course of the contract by the granted of long term tenancies to residents of the properties. This may result in the Council's assets and liabilities being higher or lower than currently projected.

These features of the contract are an important part of the Council's risk control for this contract. The contract is fixed in price; it is the apportionment of this fixed payment between the permanent and temporary elements which is uncertain. In substance, the risks principally affect the future benefits the Council will receive at the end of the contract in the form of nomination rights.

Note 30 – Capitalisation of Borrowing Costs

The Civic Centre scheme is currently the Council's only asset where borrowing costs have been capitalised. No borrowing costs were capitalised in 2014/15 (£580k in 2013/14). The capitalisation rate used to determine borrowing costs eligible for capitalisation was 4.73% in 2013/14.

Note 31 - Nature and extent of risks arising from Financial Instruments

The Council has adopted CIPFA's Code of Practice on Treasury Management (and subsequent amendments) and complies with The Prudential Code for Capital Finance in Local Authorities (both revised in November 2011).

As part of the adoption of the Treasury Management Code, the Council approves a Treasury Management Strategy before the commencement of each financial year. The Strategy sets out the parameters for the management of risks associated with Financial Instruments. The Council also produces Treasury Management Practices specifying the practical arrangements to be followed to manage these risks.

The Treasury Management Strategy includes an Annual Investment Strategy in compliance with the DCLG's *Guidance on Local Government Investments*. This Guidance emphasises that priority is to be given to security and liquidity, rather than yield. The Council's Treasury Management Strategy and its Treasury Management Practices are based on seeking the highest rate of return consistent with the proper levels of security and liquidity.

The main risks covered are:

- *Credit Risk*: The possibility that one party to a financial instrument will fail to meet its contractual obligations, causing a loss for the other party.
- *Liquidity Risk*: The possibility that the Council might not have the cash available to make contracted payments on time.
- *Market Risk*: The possibility financial loss will materialise because of changes in market variables such as interest rates or equity prices.

Credit Risk: Investments

- The Council manages credit risk by ensuring that investments are only placed with organisations of high credit quality as set out in the Treasury Management Strategy. These include commercial entities with a minimum long-term credit rating of A-, the UK government, other local authorities, and organisations without credit ratings upon which the Council has received independent investment advice. Recognising that credit ratings are imperfect predictors of default, the Council has regard to other measures including credit default swap and equity prices when selecting commercial entities for investment.
- A limit of £15m of the total portfolio is placed on the amount of money that can be invested with a single counterparty or banking group (other than the UK government). No more than £20m in total can be invested for a period longer than one year.
- The Council's maximum exposure to credit risk in relation to its investments in banks and building societies cannot be assessed generally as the risk of any institution failing to make interest payments or repay the principal sum will be specific to each individual institution. Recent experience has shown

that it is rare for such entities to be unable to meet their commitments. A risk of irrecoverability applies to all of the Council's deposits, but there was no evidence at the 31 March 2015 that this was likely to crystallise.

- The table below summarises the credit risk exposures of the Council's investment portfolio by credit rating:

Credit Rating	Long Term		Short Term	
	31-Mar-15 £'000	31-Mar-14 £'000	31-Mar-15 £'000	31-Mar-14 £'000
AAA	0	0	9,100	34,100
AA-	0	0	15,000	20,000
A	0	0	35,000	50,000
Unrated local authorities	0	5,000	89,400	0
Residual Icelandic banks	0	0	602	1,602
Total Investments		5,000	149,102	105,702

Credit risk arises from deposits with banks and financial institutions, as well as credit exposures to the Council's customers. Deposits are not made with banks and financial institutions unless they meet the minimum requirements of the Approved List for Investments, which governs lending to banks and financial institutions, including building societies, government authorities and supranational institutions. The Council combines long-term, short-term and individual ratings to reduce the risk of default. To further reduce risk, the Council only makes new investments with financial institutions through marketable instruments, which could be sold at short notice to minimise prospective losses.

The following analysis summarises the Authority's potential maximum exposure to credit risk, based on the Council's experience of its default levels.

	Amount at 31 March 2015 £'000 (a)	Historical experience of default % (b)	Estimated maximum exposure to default £'000
Deposits with banks and financial institutions	2		2
Trade debtors	78,999	60.35%	47,674
	79,001		47,676

The short term investments are loans and receivables and shown at amortised cost.

The Council expects some losses from non-performance by its Icelandic counterparty in relation to deposits, and has allowed for this in the impairment calculation. The Council does not expect any losses from non-performance by other counterparties.

Trade debtors are general debtors to the Council, and do not include government departments, other local authorities or housing rents.

The Council does not generally allow credit for its trade debtors. During the reporting period the council held no collateral as security.

Historical experience of default has been used to determine the bad debt provision for trade debtors.

Liquidity risk

The Council has ready access to borrowing at favourable rates from the Public Works Loan Board and other local authorities, and at higher rates from banks and building societies. There is no perceived risk that the Council will be unable to raise finance to meet its commitments. It is however exposed to the risk that it will need to refinance a significant proportion of its borrowing at a time of unfavourably high interest rates. This risk is managed by maintaining a spread of fixed rate loans and ensuring that no more than specified of the Council's borrowing matures in any period

The maturity analysis of the principal sums borrowed is as follows:

	£'000
Less than one year	4,341
Between one and two years	4,341
Between two and five years	19,126
Between five and ten years	12,492
Between ten and twenty years	26,058
Between 20 and 30 years	1,200
Between 30 and 40 years	100,693
More than 40 years	159,906
Uncertain date *	95,500
	423,657

*The Council has £95.5m of "Lender's option, borrower's option" (LOBO) loans where the lender has the option to propose an increase in the rate payable; the Council will then have the option to accept the new rate or repay the loan without penalty. Due to current low interest rates, in the unlikely event that the lender exercises its option, the Council is likely repay these loans. The maturity date is therefore uncertain.

Investments of £149,102k are due to be repaid within one year.

Market Risks: Interest Rate Risk

The Council is exposed to risk in terms of its exposure to interest rate movements on its borrowings and investments. However, the Council's long term borrowing is all at fixed rates so the risk would arise when the need to refinance arises or on occasions when short term borrowing is required, which are small in relation to the Council's scale of operation. A rise in interest rates would lead to a fall in the fair value of borrowings but this would have no impact on the Income and Expenditure Account.

Investments classed as "loans and receivables" and loans borrowed are not carried at fair value, so changes in their fair value will have no impact on Comprehensive Income and Expenditure. Changes in interest receivable on investments will be posted to the Surplus or Deficit on the Provision of Services.

The Treasury Management Strategy aims to mitigate these risks by setting upper limits on its net exposures to fixed and variable interest rates. At 31 March 2015, all the principal borrowed was exposed to fixed rates.

If all interest rates had been 1% higher (with all other variables held constant) the financial effect would be:

	£'000
Increase in interest receivable on variable rate investments	(1,490)
Impact on Comprehensive Income and Expenditure	(1,490)
Decrease in fair value of fixed rate borrowings/liabilities*	94,765

*No Impact on Comprehensive Income and Expenditure

The approximate impact of a 1% fall in interest rates would be as above but with the movements being reversed.

DRAFT

Note 32 - Senior Employees' Remuneration Employee Benefits

Senior employees are Brent's Chief Executive and direct reports (other than administration staff). This includes statutory chief officers.

Postholder	Note	2013/14					2014/15							
		Salary (including fees and allowances) £	Compensation for loss of office £	Total remuneration excluding pension contributions £	Employer's pension contributions £	Total remuneration including pension contributions £	Salary (including fees and allowances) £	Compensation for loss of office £	Total remuneration excluding pension contributions £	Employer's pension contributions £	Total remuneration including pension contributions £			
Interim Chief Executive - C Gilbert (from 1 November 2012) Payments to Limited Company		66,667	Nil	66,667	Nil	66,667	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Interim Chief Executive - C Gilbert Assistant Chief Executive (from October 2013- December 2014)	1	118,963	Nil	118,963	Nil	118,963	Nil	193,698	Nil	193,698	Nil	Nil	193,698	Nil
Chief Operating Officer- (from February 2015)	3	51,026	Nil	51,026	6,838	57,864	84,793	189,116	21,282	210,397	20,719	Nil	20,719	210,397
Chief Finance Officer (section 151 officer from October 2013)	2	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	20,719	Nil	20,719	20,719
Director- Children and Families (until July 2013)		55,519	Nil	55,519	7,440	62,959	Nil	120,038	24,488	144,526	120,038	24,488	144,526	144,526
Acting Director Children and Young People (from July 2013-April 2014)	4	50,574	93,277	143,851	6,774	150,625	Nil	10,462	Nil	10,462	10,462	2,134	12,596	12,596
Director Children and Young People (from April 2014)	5	94,424	Nil	94,424	12,653	107,077	Nil	132,049	26,938	158,987	132,049	26,938	158,987	158,987

Note 32 - Senior Employees' Remuneration (Continued)

Postholder	Note	2013/14				2014/15				
		Salary (including fees and allowances) £	Compensation for loss of office £	Total remuneration excluding pension contributions £	Employer's pension contributions £	Total remuneration including pension contributions £	Salary (including fees and allowances) £	Compensation for loss of office £	Total remuneration excluding pension contributions £	Employer's pension contributions £
Director- Strategy Partnerships & Improvement (left during 2013/14)		29,388	113,176	142,564	3,938	146,502	Nil	Nil	Nil	Nil
Director- Customer & Community Engagement (Left during 2013/14)		11,078	63,278	74,355	1,484	75,840	Nil	Nil	Nil	Nil
Human Resources Director		117,676	Nil	117,676	15,769	133,445	121,462	121,462	24,778	146,240
Deputy Director of Finance (section 151 officer from September 2012 to October 2013)		69,461	Nil	69,461	9,308	78,769	Nil	Nil	Nil	Nil
Director of Environment & Neighbourhoods		133,475	Nil	133,475	17,886	151,361	139,715	139,715	88,502	168,216
Director of Legal and Procurement (Until December 2014)	3	120,073	Nil	120,073	16,090	136,162	109,274	164,725	22,292	187,017
Director of Adult Social Services		126,715	Nil	126,715	16,980	143,695	131,567	131,567	26,840	158,407
Director of Regeneration and Growth		133,475	Nil	133,475	17,886	151,361	144,715	144,715	29,522	158,407
Director of Public Health (from August 2013)		77,765	Nil	77,765	10,420	88,185	109,746	109,746	22,388	132,134
Total		1,256,279	269,731	1,526,009	143,465	1,669,474	1,334,577	1,478,011	229,163	1,707,174

- Note 1: The Interim Chief Executive's salary in 2014/15 included £5,305 for returning officer duties for the May 2014 Local Elections paid by the Government. The Interim Chief Executive's annualised salary, excluding returning officer duties in 2014/15 was £188,072.
- Note 2: The new post of Chief Operating Officer was in place from February 2015. Annualised payments for this post were £142,692.
- Note 3: In 2014/15 the positions of the Assistant Chief Executive and the Director of Legal and Procurement were merged into the new post of the Chief Operating Officer. The former Director of Legal and Procurement's contract of employment was terminated on 31st December 2014. At the time of leaving the annualised salary was £120,038. The former Assistant Chief Executive's contract of employment was terminated on 31st December 2014. At the time of leaving the annualised salary was £120,038.
- Note 4: The Operational Director of Children and Young People was Acting Strategic Director of Children & Young People from July 2013 until April 2014. The director was paid £13,645 for additional responsibilities.
- Note 5: The Strategic Director of Children & Young People was in place from April 2014. Annualised payments for this post were £142,692.
- Note 6: The employer's pension contributions have increased from 13.4% to 20.4% of employee salaries following the 3 year review ended 31 March 2014. This rate is effective from 01 April 2014-31 March 2017.

Note 33 - Officers' Remuneration

The number of employees whose remuneration in 2014/15 and 2013/14, excluding employer's pension contributions, was £50,000 or more in bands of £5,000 were:-

2013/14				2014/15		
Schools			Remuneration band £'s	Schools		
Staff	Officers	Total		Staff	Officers	Total
142	67	209	50,000 - 54,999	138	75	213
86	31	117	55,000 - 59,999	63	28	91
27	18	45	60,000 - 64,999	28	11	39
24	9	33	65,000 - 69,999	30	16	46
21	14	35	70,000 - 74,999	19	13	32
14	6	20	75,000 - 79,999	14	5	19
10	2	12	80,000 - 84,999	10	1	11
9	3	12	85,000 - 89,999	10	3	13
7	3	10	90,000 - 94,999	2	0	2
1	1	2	95,000 - 99,999	6	1	7
2	2	4	100,000 - 104,999	1	2	3
2	5	7	105,000 - 109,999	2	5	7
0	4	4	110,000 - 114,999	1	4	5
1	1	2	115,000 - 119,999	1	0	1
0	2	2	120,000 - 124,999	0	2	2
0	1	1	125,000 - 129,999	0	0	0
0	2	2	130,000 - 134,999	0	2	2
0	1	1	135,000 - 139,999	0	1	1
0	2	2	140,000 - 144,999	0	1	1
0	0	0	160,000 - 164,999	0	1	1
0	1	1	185,000 - 189,999	0	1	1
0	0	0	190,000 - 194,999	0	1	1
346	175	521	Total	325	173	498

Bands over £145,000 are not shown above where there are no staff who earn within particular bands of £5,000.

The number of school staff earning over £50k have reduced because 1 Secondary school, 2 Primary Schools and 1 Special school have converted into Academies and are no longer part of Brent's accounts.

In 2013/14 27 Officers were in the £50K+ bands due to Redundancy or termination agreements.

In 2014/15 11 Officers were in the £50K+ bands due to Redundancy or termination agreements.

Officers earning over £50K has decreased due to organisational restructure during 2013/14 and 2014/15.

Officers earning over £75K have decreased due to senior management restructure during 2013/14 and 2014/15.

Note 34 - Exit Packages

Exit Package cost band (including special payments)	(b)		(c)		Total number of exit packages by cost band (b) + (c)		Total cost of exit exit packages in each band £'000	
	Number of compulsory redundancies		Number of other other departures					
	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15
£0 - £20,000	39	18	93	14	132	32	1,063	388
£20,001 - £40,000	15	5	51	11	66	16	1,899	460
£40,001 - £60,000	4	1	22	7	26	8	1,236	392
£60,001 +	1	1	3	3	4	4	294	326
Total	59	25	169	35	228	60	4,492	1566
ADD amounts provided for in CIES not included in bandings							1,014	334
TOTAL cost included in CIES							5,506	1,900

Note 35 - Pension Schemes Accounted for as Defined Contribution Schemes

In 2014/15, the Council paid £8.8m to Teachers' Pensions (£9.5m 2013/14) in respect of teachers' retirement benefits, representing 14.1% (14.1% 2013/14) of pensionable pay. The Authority is responsible for the costs of any additional benefits awarded upon early retirement outside of the terms of the teachers' scheme. These costs are accounted for on a defined benefit basis and detailed in Note 36.

As a result of the transfer of responsibilities for Public Health from the NHS, the Council also paid £43k in 2014/15 (£61K in 2013/14) to the NHS pension scheme representing 14% (14% in 2013/14) of pensionable pay.

Note 36 - Defined Benefit Pension Schemes
Participation in Pension Schemes

The Council participates in two post employment schemes:

- (1) The Local Government Pension Scheme – this is a funded defined benefit final salary scheme, meaning that the Council and employees pay contributions into a fund, calculated at a level intended to balance the pensions liabilities with investment assets.
- (2) Arrangements for the award of discretionary post retirement benefits upon early retirement – this is an unfunded defined benefit arrangement, under which liabilities are recognised when awards are made. However, there are no investment assets built up to meet these pensions liabilities, and cash has to be generated to meet actual pension payments as they eventually fall due.

Transactions Relating to Post-employment Benefits

We recognise the cost of retirement benefits in the reported cost of services when they are earned by employees, rather than when the benefits are eventually paid as pensions. Actuarial gains and losses on pension assets and liabilities are recorded as Other Comprehensive Income and Expenditure. However, the charge we are required to make against council tax is based on the cash payable in the year, so the real cost of post employment/retirement benefits is reversed out of the General Fund via the Movement in Reserves Statement.

DRAFT

The following transactions have been made in the Comprehensive Income and Expenditure Statement and the General Fund Balance via the Movement in Reserves Statement during the year:

31 March 2014 £'000 (restated)		31 March 2015 £'000
Comprehensive Income and Expenditure Statement		
<i>Cost of Services:</i>		
31,261	Current service cost	23,374
883	Past service costs (including curtailments)	397
0	Settlements and curtailments	(2,159)
<i>Financing and investment Income and Expenditure:</i>		
56,496	Interest cost	47,454
(21,828)	Expected return on scheme assets	(22,026)
66,812	Total Post Employment Benefit Charged to the Surplus or Deficit on the Provision of Services	47,040
<i>Other Post Employment Benefit Charged to the Comprehensive Income and Expenditure Statement</i>		
(78,334)	Changes in demographic assumptions	0
19,525	Changes in financial assumptions	161,486
(145,540)	Other experience	(10,639)
(909)	Return on assets excluding amounts in net interest	(37,637)
(138,446)	Total Post Employment Benefit Charged to the Comprehensive Income and Expenditure Statement	160,250
Movement in Reserves Statement		
29,766	Employers' contributions payable to the scheme	29,127
5,140	Contributions in respect of unfunded benefits	5,041
34,906	<i>Actual amount charged against the General Fund Balance for pensions in the year:</i>	34,168
(66,812)	Reversal of net charges made to the Surplus or Deficit for the Provision of Services for post employment benefits in accordance with the Code	(47,040)
(31,906)		(12,872)

The liabilities show the underlying commitments that the Council has in the long run to pay post employment (retirement) benefits. The total liability of £1,298m has a substantial impact on the net worth of the Council as recorded in the Balance Sheet, resulting in a negative overall net liability of £725m. However, statutory arrangements for funding the deficit mean that the financial position of the Council remains healthy:

- the deficit on the local government scheme will be made good by increased contributions over the remaining working life of employees (i.e. before payments fall due), as assessed by the scheme actuary
- finance is only required to be raised to cover discretionary benefits when the pensions are actually paid

Note 39 - Projected defined benefit cost for the period to 31-Mar-16

Period Ended 31-Mar-15	Assets	Obligations	Net (liability)/asset
	£'000	£'000	% of pay
Projected Current service cost	0	(28,959)	-30.00%
Total Service Cost		(28,959)	-30.00%
Interest Income on plan assets	18,378	0	19.00%
Interest cost on defined benefit obligation	0	(41,504)	-43.00%
Total Net Interest Cost	18,378	(41,504)	-24.00%
Total Included in Surplus or Deficit	18,378	(70,463)	-54.00%

Information about the defined benefit obligation

	Liability Split	Average Age at
	at 31-Dec-2014	31-Mar-2013
Active members	25%	51
Deferred members	43%	51
Pensioner members	32%	67
Total	100%	

Note 40 - Basis for Estimating Assets and Liabilities

The latest actuarial valuation of the London Borough of Brent's liabilities took place as at 31 March.2013. The principal assumptions used by the independent qualified actuaries in updating the latest valuation of the Fund and assessing discretionary benefit liabilities are set out below:

2013-14	Actuarial Assumptions:	2014-15
	Longevity at 65 for current pensioners:	
22.0	Men	22.0
24.3	Women	24.3
	Longevity at 65 for future pensioners:	
24.4	Men	24.4
26.8	Women	26.8
4.4%	Rate of increase in salaries	4.1%
2.8%	Rate of increase in pensions	2.4%
4.3%	Rate for discounting scheme liabilities	3.2%
50.0%	Take-up of option to convert annual pension into retirement lump sum (pre-April 2008 service)	50.0%
75.0%	Take-up of option to convert annual pension into retirement lump sum (pre-April 2008 service)	75.0%

Housing Revenue Account

Income and Expenditure Statement for the Year Ended 31 March 2015

2013/2014 £'000		2014/2015 £'000
	<u>Income</u>	
(47,155)	Dwelling Rents	(48,085)
(401)	Non Dwelling Rents(Gross)	(269)
(2,893)	Tenants Charges for Services and Facilities	(2,906)
(295)	Contribution Towards Expenditure	(337)
(2,734)	Leaseholders' charge for services and Facilities	(2,663)
(38,597)	Upward revaluation of assets	0
0	Other Tenant Income	(2,337)
(92,075)	Total Income	(56,597)
	<u>Expenditure</u>	
9,534	Repairs and Maintenance	9,216
12,137	Supervision and Management	11,561
5,691	Special Services	4,892
2,093	Rent and Rates and Other Charges	1,644
10,641	Depreciation of Fixed Assets	10,342
488	Bad or Doubtful Debts	1,458
14	Debt Management Expenses	9
0	Reversal of valuation of assets losses	(74,459)
40,598	Total Expenditure	(35,336)
(51,477)	Net Cost of Services included in the Council's Income and Expenditure Account	(91,933)
40	HRA share of Corporate and Democratic Core	0
(51,437)	Net Cost of HRA Services	(91,933)
	HRA share of the operating income and expenditure included in the Council's income and expenditure	
1,074	Payments to capital receipts pool	975
978	(Gain) or Loss on Sale of HRA fixed Assets	(2,644)
6,136	Interest payable and similar charges	6,133
0	Amortised Payment and Discount	64
(57)	HRA Investment Income/Mortgage Interest	(52)
(43,306)	(Surplus)or Deficit for the Year on HRA Services	(87,457)

This statement reflects a statutory obligation to account separately for the Council's housing provision. It shows the major elements of housing expenditure and income.

Movement on the HRA Statement

2013/2014 £'000	Movement on the HRA Statement	2014/2015 £'000
(2,586)	Housing Revenue Account brought forward	(949)
(43,306)	(Surplus) or deficit on the provision of services Other comprehensive income & expenditure	(87,457)
(43,306)	Total comprehensive income & expenditure	(87,457)
45,021	Adjustment between accounting basis and funding basis under regulations	83,923
1,715	Net increase/decrease before transfers to earmarked reserves	(3,534)
(12)	Transfers to/(from) earmarked reserves	0
(66)	Transfers to/(from) General Fund	0
1,637	Net increase/decrease	(3,534)
(949)	Balance as at 31 March carried forward	(4,483)

HRA adjustments between accounting basis and funding basis under regulations

2013/14 £000	HRA adjustments between accounting basis and funding basis under regulations	2014/2015 £000
(978)	Gain / (Loss) on sale of HRA non-current assets	2,644
1,788	Capital expenditure funded by HRA	1,368
3,579	Amortised payment and discount	1,516
38,597	Revaluation of assets	74,459
(1,074)	Payments to the capital receipts pool	(975)
(262)	Pooled capital receipts – contribution to administration costs	(222)
0	Pension interest cost and expected return on pension assets	14
(40)	HRA share of CDC	0
14,052	Transfers to / from Major Repairs Reserve	15,461
(10,641)	Transfers to / from Capital Adjustment Account	(10,342)
45,021	Total adjustments between accounting basis and funding basis under regulations	83,923

Notes to the Housing Revenue Account

Note 1: Housing Stock

The Council's stock of dwellings reduced during the year from 8,543 to 8,429, a net reduction of 114 Dwellings. These reductions resulted from Right to Buy sales and transfer of dwellings from the HRA to the General Fund to be used for Temporary Accommodation.

The stock at the end of the year was made up as follows:

31-Mar-14		31-Mar-15	
£'000		£'000	
284	Leasehold	261	
8,259	Freehold	8,168	
8,543	Total	8,429	

Note 2: Rent Arrears

The level of rent arrears at 31 March 2015 was £2.983m. Movement on the arrears and related provisions are shown below.

31-Mar-14		31-Mar-15	
£'000		£'000	
2,751	Arrears from tenants	2,983	
4,247	Arrears from Right to Buy Leaseholders	5,029	
(5,832)	Provision	(6,644)	
1,166	Total Arrears	1,368	

Note 3 – Non-current Assets

	Council Dwellings £'000	Non- Operational £'000	Total £'000
Gross Book Value at 1 April 2014	609,010	9,511	618,521
Revaluation in 2014/15	0	(2,490)	(2,490)
Upward revaluation of assets	74,459	0	74,459
Expenditure during the Year	8,327	0	8,327
Disposals	(9,154)	0	(9,154)
Gross Book Value at 31 March 2015	682,642	7,021	689,663
Accumulated Depreciation B/fwd.	(29,379)	(192)	(29,571)
Write out of Accumulated Depreciation	375	0	375
(Depreciation)/adjustment for current year	(10,259)	(83)	(10,342)
Net Book Value at 31 March 2015	643,379	6,746	650,125

Note 4 - Vacant Possession Value of HRA Dwellings

The vacant possession value of dwellings within the HRA at 31 March 2014 was £2.615 billion. The difference between vacant possession value of the HRA dwellings and balance sheet value within the HRA shows the economic cost to the government of providing Council housing at less than open market value.

Note 5 - HRA Capital Receipts

2013/14 £'000			2014/15 £'000	
19,829	Houses		12,750	
19,829	Total		12,750	

Note 6 – Net Interest Charged to the HRA

The net interest charge to the HRA, is calculated in accordance with government regulation known as the Item 8 Determination. In 2014/15 £6.133m was charged (£6.136m in 2013/14).

Note 7 - Brent Housing Partnership

In October 2002, the Council formed Brent Housing Partnership Limited, an arms length management organisation. Brent Housing Partnership Limited is responsible for the provision of services associated with the Council's Housing stock (repairs, lighting, cleaning). The housing stock remains in the ownership of the Council and the rents is collected by Brent Housing Partnership Limited. The Council has entered into a contract with Brent Housing Partnership Limited to provide these services. The income and expenditure arising from these activities are shown in the Council's accounts in accordance with requirement of the current CIPFA Code of Practice and legislation. Brent Housing Partnership Limited is required by law to prepare a set of accounts which shows its management and administrative cost.

Collection Fund

These statements represent the transactions of the Collection Fund. This is a statutory fund separate from the General Fund of the Council. The Collection Fund accounts independently for income relating to Council Tax and Non-Domestic Rates on behalf of those bodies (including the Council's own General Fund) for whom the income has been raised. Administrative costs are borne by the General Fund.

From 1 April 2013, local authorities have kept a proportion of the income raised from Non Domestic Rates (in London the local authority keeps 30%, 50% is paid over to central government, and 20% to the Greater London Authority (GLA). This transfers some of the benefits and risks directly to local authorities, as they now benefit from a share of the increased income if their business base grows, but there is also a risk if the total income falls, either due to businesses closing, or if successful appeals are made against rateable valuations, and bills drop as a result. As of 31 March 2015 there were still over a thousand valuation appeals outstanding in Brent, and although many of these will be unsuccessful, there will be a reduction in income as a result of successful appeals. An allowance has been made for this in finalising the figures for 2014/15, but the authority has no influence over decisions made by the Valuation Office.

In addition to its 30% share of income raised from Non Domestic Rates, the Council also receives a "Top-up" payment from central government, to bring it back to the income figure it would have received for 2014/15 had the previous system remained unchanged. This income is credited to the General Fund rather than the Collection Fund.

For Council Tax, 95.6% of the debit relating to the 2014/15 financial year had been collected by March 31st 2015. This is fractionally down from the 95.7% achieved in 2013/14. However the total debit increased significantly (as shown in the following table) due an increase in the number of properties, together with reduced levels of exemptions, discounts and Council Tax Support. Collection of arrears from prior years was very similar to 2013/14 (approximately £2.1m). For Non Domestic Rates the in year collection rate increased from 97.6% to 98.1%

Collection Fund Account for the Year ended 31 March 2015

2013/14 £'000		Notes	2014/15 £'000
	Income		
(113,071)	Income from Council Tax payers	1	(116,931)
(101,590)	Income from Non Domestic Rates	2	(110,186)
(3,010)	NNDR Crossrail Levy (to GLA)		(3,026)
(217,671)	Total Income		(230,143)
	Expenditure		
	Council Tax:-		
	Payment to GLA		
23,389	- precept	3	23,682
526	- share of surplus		712
	Payment to Brent		
81,741	- precept	3	83,874
1,814	- share of surplus		2,488
(2,386)	Provisions for uncollectable amounts		2,465
4,127	less (write back)/add write off		(13)
	Non-Domestic Rates:-		
106,307	- Payment to National Pool / Preceptors	3	110,711
417	- Cost of Collection Allowance		417
3,010	NNDR Crossrail Levy (to GLA)		3,026
218,945	Total Expenditure		227,362
	<u>Council Tax</u>		
(3,860)	Surplus in year		(3,723)
(2,340)	Surplus brought forward		(6,200)
(6,200)	Surplus carry forward		(9,923)
	<u>Non Domestic Rates</u>		
5,134	Deficit in year (2014/15 only)		942

Notes to the Collection Fund

Note 1: Council Tax

Council Tax income derives from charges raised according to the value of residential properties, which have been classified into 8 valuation bands estimating 1 April 1991 values for this specific purpose. Individual charges are calculated by estimating the amount of income required to be taken from the Collection Fund by the precepting authorities (for Brent this is the GLA) and the Council for the forthcoming year and dividing this by the Council Tax Base (the total number of properties in each band adjusted by a proportion to convert the number to a Band D equivalent and adjusted for discounts) which was 79,205 for 2014/15. This basic amount of Council Tax for a Band D property £1,357.94 for 2014/15 is multiplied by the proportion specified for the particular band to give an individual amount due.

Council Tax bills were based on the following proportions and property numbers for Bands A to H:

Proportion of Band D Charge		Number of Band D Equivalent Properties	
Band A	0.67	1,089	
Band B	0.78	5,077	
Band C	0.89	19,120	
Band D	1.00	23,365	
Band E	1.22	20,862	
Band F	1.44	7,579	
Band G	1.67	4,795	
Band H	2.00	<u>404</u>	
		<u>82,291</u>	x 96.25% Collection Rate = 79,205

The final income of £116.931m for 2014/15 includes adjustments to debits during the year. This total includes the adjustment required for the collection fund surplus of £5.0m as at 31 March 2015 (see Note 4).

The differences between 2013/14 and 2014/15 for write-offs and provisions relate to a very large write-off of old uncollectable debts in 13/14, which was largely met from reducing the provision. This did not happen in 2014/15.

Note 2: National Non-Domestic Rates (NNDR)

Non Domestic Rates are organised on a national basis. The Government specified a rate of 48.2p in the £ for 2014/15 (47.1p for small businesses having a rateable value of below £12,000) and, subject to the effects of transitional arrangements, local businesses pay rates calculated by multiplying their rateable value by that amount. There was a nation-wide re-valuation of all properties which took effect from 1 April 2010. The Council is responsible for collecting rates due from the ratepayers in the area with a total non-domestic rateable value of £278,579,226 at 31 March 2015. From 2013/14, the Council retains 30% of the income due, 20% goes to the Greater London Authority and 50% to Central Government. The Government redistributes the sums paid to it back to local authorities on the basis of a Formula Grant calculation. The amounts collected from the ratepayers and paid between the three preceptors can be analysed as follows:

2013/14 £000		2014/15 £000	
123,965	Gross Debit	127,240	
0	Transitional Relief	0	
(7,239)	Charitable Relief	(7,283)	
(1,743)	Provision for Uncollectable Amount	(2,813)	
(6,097)	Provision for Rate Appeal Reductions (movement)	(334)	
(2,218)	Other Adjustments	(2,098)	
(5,078)	Empty/Void Relief	(3,047)	
0	Retail Relief (from 14/15)	(1,479)	
101,590	Net NNDR Income	110,186	
(417)	Cost of Collection Allowance Payable to General Fund	(417)	
101,173	Amount Payable to NNDR Pool / Preceptors	109,769	

In addition to the above, properties with a rateable value of over £55,000 pay an additional business rates supplement of 2.0p in the £ to the Greater London Authority, to pay towards the costs of the Crossrail project. This supplement began on 1 April 2010, and for 2014/15 £3.026m was due to the GLA.

Note 3: Precepts

2013/14 £'000	Council Tax	2014/15 £000
81,741	London Borough of Brent	83,874
23,389	Greater London Authority	23,682
105,130		107,556

The Greater London Authority (GLA) functions include London's policing, fire and emergency planning services, and transport.

2013/14 £'000	NNDR	2014/15 £000
53,154	Central Government	55,356
31,892	London Borough of Brent	33,213
21,261	Greater London Authority	22,142
106,307		110,711

Note 4: Estimated Surplus and Deficit

By 15 January each year, the Council estimates what the surplus or deficit on the collection fund will be as at 31 March. These estimates are set out below. The estimate is different to the final outturn figure.

31-Mar-14 £000		31-Mar-15 £'000
(2,488)	London Borough of Brent	(3,899)
(712)	Greater London Authority	(1,101)
(3,200)	Deficit / (Surplus)	(5,000)

Note 5: Collection Fund Debtors and Creditors

Brent Council businesses and residents, the Greater London Authority (GLA) and central government share the outstanding liabilities and assets of the Collection Fund. The balances are as follows:

Debtors

31-Mar-14		31-Mar-15
£'000		£'000
2,303	Other entities and individuals	2,569
4,461	Central government	4,245
2,141	Other local authorities	2,189
8,905		9,003

Creditors

31-Mar-14		31-Mar-15
£'000		£'000
(4,090)	Other entities and individuals	(5,833)
(4,524)	Central government	(5,167)
(2,753)	Other local authorities	(3,006)
(11,367)		(14,006)

GROUP ACCOUNTS

Local authorities are required to produce group accounts which include interests in subsidiaries, associates and joint ventures.

Brent has one subsidiary, Brent Housing Partnership (BHP) Limited. This is an arms length management organisation (ALMO) which was set up in October 2002 to manage Council properties on behalf of Brent.

BHP is a limited company. It is limited by a guarantee with no share capital. It is fully owned by the London Borough of Brent. The London Borough of Brent has an obligation to meet BHP's pension fund liabilities. BHP's accounts may be obtained from Ian Rooney, Head of Finance, 6th Floor, Brent Civic Centre, Engineers Way, Wembley HA9 0FJ, e-mail address ian.rooney@bhphousing.co.uk.

The group accounts also consolidate the accounts of the Barham Park Trust. Barham Park Trust is a charity that that is controlled by the council as a result of the council appointing all the trustees.

The accounts of BHP & Barham Park Trust have been consolidated as a subsidiaries using the acquisition basis of combination.

The following group financial statements have been prepared:

- Group Movement in Reserves Statement
- Group Comprehensive Income and Expenditure Account
- Group Balance Sheet
- Group Cash Flow Statement

A significant amount of information in these statements is identical to Brent's accounts on the preceding pages of this document. Information has not been reproduced in the group accounts where it can be readily seen in Brent's accounting statements. This includes accounting policies. The accounting policies for the group accounts are the same as for Brent's single entity accounts and are shown earlier in this document.

Group Movement in Reserves Statement

General Fund Balance £'000	Earmarked General Fund Reserves £'000	2,586	1,836	9,197	10,858	90,194	231,373	(96,545)	134,828
Earmarked General Fund Reserves £'000	Earmarked HRA Reserves £'000	Capital Receipts Reserve £'000	Major Repairs Reserve £'000	Capital Grants Unapplied £'000	Total Usable Reserves £'000	Unusable Reserves £'000	Total Reserves £'000		
30,111	86,591	2,586	1,836	9,197	10,858	90,194	231,373	(96,545)	134,828
5,513	0	43,345	0	0	0	0	48,858	0	48,858
0	0	0	0	0	0	0	0	242,259	242,259
5,513	0	43,345	0	0	0	0	48,858	242,259	291,117
17,367	0	(41,566)	0	36,975	(1,639)	(3,126)	8,011	(8,011)	0
22,880	0	1,779	0	36,975	(1,639)	(3,126)	56,869	234,247	291,117
(17,879)	17,813	(3,416)	(12)	0	3,494	0	0	0	0
5,001	17,813	(1,637)	(12)	36,975	1,855	(3,126)	56,869	234,247	291,117
35,112	104,404	949	1,824	46,172	12,713	87,068	288,242	137,702	425,945
27,425	0	88,631	0	0	0	0	116,056	0	116,056
0	0	0	0	0	0	0	0	(88,524)	(88,524)
27,425	0	88,631	0	0	0	0	116,056	(88,524)	27,532
(1,397)	0	(78,721)	0	6,746	3,977	(9,127)	(78,522)	78,522	0
26,028	0	9,910	0	6,746	3,977	(9,127)	37,534	(10,002)	27,532
(21,589)	21,589	(5,202)	0	0	5,202	0	0	0	0
4,439	21,589	4,708	0	6,746	9,179	(9,127)	37,534	(10,002)	27,532
39,551	125,993	5,657	1,824	52,918	21,892	77,941	325,776	127,700	453,476

Balance as at 31 March 2013 carried forward

Movement in reserves during 2013/14

Surplus or (deficit) on the provision of services
Other comprehensive income & expenditure

Total comprehensive income & expenditure

Adjustments between accounting basis & funding basis under regulations

Net increase/(decrease) before transfers to earmarked reserves

Transfers (to)/from earmarked reserves
Increase/(decrease) in 2013/14

Balance as at 31 March 2014

Movement in reserves during 2014/15

Surplus or (deficit) on the provision of services
Other comprehensive income & expenditure

Total comprehensive income & expenditure

Adjustments between accounting basis & funding basis under regulations

Net increase/(decrease) before transfers to earmarked reserves

Transfers (to)/from earmarked reserves
Increase/(decrease) in 2014/15

Balance as at 31 March 2015

**GROUP COMPREHENSIVE INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2015**

	2013/14		2014/15	
	Gross Expenditure £'000	Gross Income £'000	Gross Expenditure £'000	Gross Income £'000
				Net Expenditure £'000
Central services to the public	29,442	(11,991)	27,728	14,594
Culture and related services	21,413	(4,949)	17,493	12,772
Environment and Regulatory services	39,286	(6,056)	34,625	28,854
Planning	7,773	(3,735)	7,339	3,207
Children's Social Care	49,160	(7,818)	40,720	34,299
Education and Children's services	311,200	(270,383)	279,434	14,730
Highways and transport services	49,116	(25,215)	54,281	18,712
Local authority housing (HRA)	42,406	(95,786)	(35,099)	(95,322)
Other housing services	424,188	(404,636)	448,039	25,542
Adult social care	115,740	(25,754)	102,566	73,995
Corporate and democratic core	7,098	(954)	9,457	9,298
Non distributed costs	1,093	(219)	(2,245)	(2,300)
Services Acquired from NHS - Public Health	18,151	(18,620)	16,748	(2,100)
Cost of Services	1,116,065	(876,117)	1,001,086	136,281
Other operating expenditure		(10,232)		7,314
Financing and investment income and expenditure		58,431		48,615
Taxation and non-specific grant income		(337,006)		(308,243)
(Surplus) or Deficit on Provision of Services		(48,858)		(116,033)
(Surplus) or deficit on revaluation of Property, Plant and Equipment assets		(30,777)		(29,774)
Actuarial (gains)/losses on pension assets and liabilities		(211,482)		118,275
Other Comprehensive Income and Expenditure		(242,259)		88,501
Total Comprehensive Income and Expenditure		(291,117)		(27,532)

GROUP BALANCE SHEET AS AT 31 MARCH 2014

Restated 01 April 2014 £'000	Restated 31 March 2014 £'000		31 March 2015 £'000
1,381,978	1,410,015	Property, Plant & Equipment	1,520,269
498	498	Heritage Assets	498
8,221	10,421	Investment Property	10,490
3,727	3,480	Intangible Assets	2,513
100	5,100	Long Term Investments	100
1,323	13,578	Long Term Debtors	19,842
1,395,847	1,443,092	Long Term Assets	1,553,711
46,336	70,226	Short Term Investments	139,673
0	4,519	Assets Held for Sale	4,519
370	373	Inventories	226
42,177	55,620	Short Term Debtors	66,932
37,493	62,946	Cash and Cash Equivalents	41,264
126,376	193,684	Current Assets	252,614
(10,509)	(8,577)	Short Term Borrowing	(8,564)
(80,723)	(92,521)	Short Term Creditors	(104,357)
(2,885)	(4,001)	Provisions	(3,915)
		Deferred income	
(94,117)	(105,099)	Current Liabilities	(116,836)
(38,065)	(33,444)	Long Term Creditors	(34,182)
(2,803)	(4,656)	Provisions	(8,952)
(428,003)	(423,662)	Long Term Borrowing	(419,316)
(824,404)	(643,970)	Other Long Term Liabilities	(773,564)
(1,293,275)	(1,105,732)	Long Term Liabilities	(1,236,014)
134,831	425,945	Net Assets	453,476
231,375	288,241	Usable Reserves	325,722
(96,544)	137,704	Unusable Reserves	127,754
134,831	425,945	Total Reserves	453,476

Group Cash Flow Statement

2013/14 £'000		2014/15 £'000
48,858	Net surplus or (deficit) on the provision of services	118,251
104,671	Adjustments for non-cash movements	(87,874)
(95,056)	Adjustments for investing and financing activities	46,397
58,473	Net cash inflows/(outflow) from Operating Activities	76,774
(25,095)	Net cash inflows/(outflow) from Investing activities	(92,055)
(7,925)	Net cash inflows/(outflow) from Financing activities	(6,399)
25,453	Net increase or (decrease) in cash and cash equivalents	(21,681)
37,493	Cash and cash equivalents at the beginning of the reporting period	62,946
62,946	Cash and cash equivalents at the end of the reporting period	41,265

Notes to the Group Accounts

This shows the main differences between items in Brent's single entity accounts and the group accounts. Where there are intra-group entries these are adjusted in calculating the overall group position.

2014/15

	Brent	BHP	Barham Park	Adjustments	Group
	£000	£000	£000	£000	£000
Financing and investment income	46,400	2,215	(9)	9	48,615
Local Authority housing (HRA)	(91,933)	(3,389)	0	0	(95,322)
Property plant and equipment	1,472,565	46,759	945	0	1,520,269
Investment properties	822	9,668	0	0	10,490
Long term debtors	59,646	0	0	(39,804)	19,842
Inventories	66	160	0	0	226
Short term debtors	65,307	6,299	445	(5,119)	66,932
Cash and cash equivalents in hand	36,633	4,631	0	0	41,264
Short term creditors	(99,862)	(9,614)	0	5,119	(104,357)
Other long term liabilities	(34,182)	(39,804)	0	39,804	(34,182)
Usable reserves	319,242	6,035	445	0	325,722
Unusable reserves	135,187	(8,377)	945	0	127,755
Cash flow from investing activities	(89,840)	(2,215)	0	0	(92,055)

2013/14

	Brent	BHP	Barham Park	Adjustments	Group
	£000	£000	£000	£000	£000
Financing and investment income	55,652	2,779	(11)	11	58,431
Local Authority housing (HRA)	(51,477)	(1,903)	0	0	(53,380)
Property plant and equipment	1,346,026	45,118	905	0	1,392,049
Investment properties	1,171	9,250	0	0	10,421
Long term debtors	54,008	0	0	(40,430)	13,578
Inventories	65	308	0	0	373
Short term debtors	56,525	4,466	475	(5,846)	55,620
Cash and cash equivalents in hand	61,654	1,292	0	0	62,946
Short term creditors	(92,691)	(5,676)	0	5,846	(92,521)
Long term creditors	(33,444)	(40,430)	0	40,430	(33,444)
Usable reserves	282,905	4,861	475	0	288,241
Unusable reserves	124,284	(5,451)	905	0	119,738
Cash flow from investing activities	(24,935)	(160)	0	0	(25,095)

DRAFT

DRAFT

Statement of Responsibilities for the Statement of Accounts

The Council's Responsibilities

The Council is required:

- ◆ to make arrangements for the proper administration of its financial affairs and to ensure that one of its officers has the responsibility for the administration of those affairs. In this Council, that officer is the Chief Finance Officer;
- ◆ to manage its affairs to secure economic, efficient and effective use of resources and safeguard its assets;
- ◆ to approve the Statement of Accounts.

The Responsibilities of the Chief Finance Officer

The Chief Finance Officer is responsible for the preparation of the Council's statement of accounts which, in terms of the CIPFA/LASAAC Code of Practice on Local Council Accounting in Great Britain ('the Code of Practice'), is required to present fairly the financial position of the Council at the Accounting date and its income and expenditure for the year ended 31 March 2015.

In preparing this statement of accounts, the Deputy Director of Finance and Corporate Services has:

- ◆ selected suitable accounting policies and then applied them consistently;
- ◆ made judgements and estimates that were reasonable and prudent;
- ◆ complied with the Code of Practice.
- ◆ kept proper accounting records which were up to date;
- ◆ taken reasonable steps for the prevention and detection of fraud and other irregularities.

Certificate of the Chief Finance Officer

Certificate of the Chair of the Audit Committee

Statement of Accounting Policies

1. Code of Practice

The general policies adopted in preparing these accounts are in accordance with the 2014-15 Code of Practice on Local Council Accounting in the United Kingdom issued by the Chartered Institute of Public Finance Accountants (CIPFA) - Statement of Recommended Practice (SORP), henceforth referred to as the "Code of Practice". This Code of Practice is based upon International Financial Reporting Standards (IFRS), with some adoptions from International Public Sector Accounting Standards (IPSAS).

Accounts drawn up under the Code assume that a local authority's services will continue to operate for the foreseeable future. This assumption is made because local authorities carry out functions essential to the local community and are themselves revenue-raising bodies (with limits on their revenue-raising powers arising only at the discretion of central government).

The financial statements do not include the measurement and disclosure requirements of IFRS 13 Fair Value Measurement since the adoption of this standard has been deferred to the 2015/16 Code.

1.1 Materiality

The Council has presented information in the accounts to provide a full picture of its performance and financial health, any of which, if omitted, might influence decisions made on the basis of these accounts. Information about transactions and balances of low financial value and which are non-influential for decision-makers (immaterial) have been omitted where possible to improve the readability of the statements.

2. Comprehensive Income and Expenditure Statement

2.1 Accruals of Expenditure and Income

The Statement of Accounts is prepared on an accruals basis with the effects of transactions and other events being recognised when they occur, and recorded in the accounting records and reported in the financial statements of the periods to which they relate.

The exception to this is the Cash Flow Statement which is prepared in accordance with International Accounting Standard (IAS) 7.

2.2 Revenue Recognition

Revenue is recognised in line with the Code of Practice and IAS 18.

2.3 VAT

Income and expenditure accounts are VAT exclusive, unless VAT is irrecoverable, in which case it is included.

2.4 Revenue Grants

Grants are immediately recognised where the Council has reasonable assurance it will comply with the conditions attached to the grant, and the grants or contributions will be received.

2.5 Charges to Revenue

External interest payable and the provision for depreciation are charged to the surplus or deficit on provision of services section of the Comprehensive Income and Expenditure Statement. This results in a charge to the General Fund for depreciation for all fixed assets used in the provision of services. The charge is allocated to each individual service on the basis of the capital employed in its provision. Depreciation charges are reversed out of the General Fund in the Movement in Reserves Statement.

The charge made to the HRA is calculated on the basis determined by the Local Government and Housing Act 1989.

Amounts set aside from revenue for the repayment of external loans, to finance capital expenditure or as transfers to earmarked reserves are disclosed in the Movement in Reserves Statement and the notes to this statement.

2.6 Council Tax and National Non Domestic Rates (NNDR)

Council Tax included in the Comprehensive Income and Expenditure Statement (CIES) account is Brent's accrued income for the year including its share of the surplus or deficit arising. The collection of Council Tax on behalf of the Greater London Authority (GLA) is in substance an agency arrangement so these amounts are shown in the surplus or deficit on provision of services section of the Comprehensive Income and Expenditure Statement. There will be a debtor / creditor position between Brent and the GLA to be recognised in Brent's balance sheet if the net cash paid to the GLA is not exactly its share of cash collected from Council Taxpayers. In this case, Brent's accrued income will be shown in the taxation and non-specific grant section of the Comprehensive Income and Expenditure Statement. The 'Revenue Activities' section of the cash flow statement only includes Brent's share of Council Tax cash collected during the year.

The income collected from NNDR is shared between the Council, Central Government and the Greater London Authority (GLA) rather than being paid over to government and redistributed (so is now acting as principal and agent.) Apart from its own share of NNDR transactions, Brent accounts only for the effects of timing differences between the collection of NNDR attributable to major precepting authorities and central government and paying it across.

In terms of its own share and any top-up or levy from Central Government, income from the collection of NNDR will be shown in the taxation and non-specific grant section of the Comprehensive Income and Expenditure Statement. Similarly Brent's attributable share of NNDR debtor and creditor balances with taxpayers are recognised in the balance sheet. In addition Brent's share of the net cash collected from NNDR taxpayers is included in Brent's cash flow statement.

2.7 Overheads/Cost of Support Services

The full costs of support services (also known as overheads) have been charged to services in the Comprehensive Income and Expenditure Statement in accordance with CIPFA's 'Service Reporting Code of Practice'. Charges have been made on a variety of bases. Appropriate statistics have been used, for example, Human Resources charges were based on staff numbers.

2.8 Foreign Currency Transactions

Transactions in foreign currencies are accounted for in Sterling at the rate ruling on the date of the transactions. The Pension Fund accounting policies deal with the only foreign currency dominated assets disclosed on the balance sheet.

2.9 Accounting for the costs of the carbon reduction commitment scheme

The Council is required to participate in the Carbon Reduction Commitment (CRC) Energy Efficiency Scheme. This scheme is currently in the initial year of its second phase which ends on 31 March 2019. The authority is required to purchase allowances, either currently or retrospectively, and surrender them on the basis of emissions ie carbon dioxide produced as energy is used. As carbon dioxide is emitted (ie as energy is used), a liability and an expense are recognised. The liability will be discharged by surrendering allowances. The liability is measured at the best estimate of the expenditure required to meet the obligation, normally at the current market price of the number of allowances required to meet the liability at the reporting date. The cost to the authority is recognised and reported in the costs of the authority's services and is apportioned to services on the basis of energy consumption.

2.10 Jointly Controlled Operations

The council has a jointly controlled operation in the form of pooled budget conjunction with Brent NHS Trust. This is an operation undertaken that with a pooled budget between the NHS Trust and the council. The authority recognises the income that it gains and expenditure that it incurs on the Comprehensive Income and Expenditure Statement. The Balance sheet recognises any assets and liabilities resulting to the council from the pooled budget.

3. Balance sheet – Long Term Assets

3.1 Plant, Property and Equipment

All expenditure on the acquisition, creation or enhancement of fixed assets above the Council's de minimis of £5,000 is capitalised on an accruals basis in the accounts. Repairs and maintenance expenditure is charged direct to service revenue accounts.

Fixed assets are valued on the basis required by CIPFA and in accordance with the Statements of Asset Valuation Principles and Guidance Notes issued by the Royal Institute of Chartered Surveyors (RICS) by the Council's In-house Valuer. Fixed assets are classified into the groupings required by the Code of Practice, with the exception of plant and furniture and equipment where two categories are combined due to the limited amount of plant held by the Council.

Individual categories of assets are valued on the following basis:

- Council dwellings are valued using a beacon principle (ie using sample dwellings) based on their Open Market Value (OMV) but adjusted to reflect their value as social housing
- Other Land and Buildings are included in the balance sheet at their OMV. The exceptions to this are school buildings and Social Services establishments that are included at their Depreciated Replacement Cost (DRC).
- Surplus assets are included in the balance sheet at their OMV.
- Community assets are included in the balance sheet at depreciated historic cost where appropriate otherwise they are included at a nominal value.
- Infrastructure assets, vehicles, plant, furniture and equipment have been valued at depreciated historic cost.
- Assets under construction are held at their invoiced construction cost at year end.

Revaluations of fixed assets are planned on a five year cycle with a proportion of the asset base being revalued each year. Material changes to asset valuations resulting from works or similar investment outside of the agreed revaluation of assets cycle will be adjusted in the period as they occur.

At 1 April 2009 those land and building assets held at 1 April 2004 values were revalued completing that 5 year cycle. There has been subsequent revaluation of elements of the asset base at 1 April each year in line with the five year cycle. Council dwellings have been revalued at 1 April 2011 in line with the separate 5 year cycle, and their values have been up-rated to 31 March 2015 using Land Registry indices to reflect changes in property values.

3.1.1 Depreciation and Amortisation

Depreciation is the measurement of the cost or revalued amount of the economic benefits of the tangible fixed assets that have been consumed during the financial year.

Consumption includes the wearing out, using up or other reduction in the useful economic life of a tangible fixed asset whether arising from use, passing of time or obsolescence through either changes in technology or demand for the goods and services produced by the asset.

With the exception of HRA dwellings depreciation is calculated on all building assets using the straight line method as set out below. Land Assets are not depreciated.

Buildings	5 – 60 years as determined by the Valuer
Infrastructure	10 – 40 years
Plant, Vehicles, Equipment and Machinery	Up to 10 years

Housing Revenue Account dwellings are depreciated by an estimate of the consumption of economic benefits. The Major Repairs Allowance calculated by central government is used as the basis for this. Where buildings assets are revalued, the accumulated depreciation at the beginning of the year is written down to the revaluation reserve.

3.1.2 Component Accounting

Local authorities are required to value the components of major assets, where the components are of material value and have a significantly different economic life to the asset itself.

Componentisation will be undertaken where the value of the individual component is over £2 million and/or the value of that component is in excess of 20% of the total gross carrying value of the building.

Housing Revenue Account assets are not componentised, in accordance with valuation guidance published by central government.

Consideration of the requirement for componentisation will be undertaken when buildings are valued/re-valued, or enhancement expenditure of £250,000 is spent on them, which will trigger a revaluation.

3.2 Investment Properties

Investment properties are properties held solely for capital appreciation or rental income.

The Code of Practice requires that investment properties are not depreciated, but instead held at fair value, in this case OMV, and their book value is adjusted annually where there has been a material change in value. The Council adjusts the book value of these assets when appropriate indices indicate that the property has changed in value by 15% or more since the last indexation or revaluation.

Investment properties have a full revaluation on the same five year cycle as Plant, Property and Equipment.

3.3 Heritage Assets

Heritage Assets are defined as:

A tangible asset with historical, artistic, scientific, technological, geophysical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture, or an intangible asset with cultural, environmental or historical significance.

Heritage assets are carried at valuation rather than fair value, reflecting the fact that exchanges of heritage assets are uncommon. The Council's valuation is as per an insurance valuation. Revaluations will be carried out as and when the insurance valuation is updated.

3.4 Intangible Assets

Intangible assets are identifiable non-monetary assets without physical substance. Expenditure on purchasing intangible fixed assets such as computer software has been capitalised at cost.

Amortisation is the equivalent of depreciation for intangible assets.

Amortisation is calculated using the straight line method based on estimated economic life of between 5 to 7 years.

3.5 Impairment

Impairment reviews on groups of assets are undertaken on an annual basis by the valuer. Impairment is recognised where the asset's carrying value is greater than its net recoverable value in use or through sale, and the loss is specific to the asset, or a small group of assets. Losses not specific to the asset or a small group of assets, such as a general fall in market prices will be treated as revaluation losses.

Impairment losses are recognised against historic cost, and revalued net book value (for revalued assets). Losses for revalued assets will be recognised against the revaluation reserve to the limit of the credit balance for that asset in the revaluation reserve, and thereafter in surplus or deficit on provision of services in the Comprehensive Income and Expenditure Statement.

The impairment review includes an annual assessment of whether there is indication that the recoverable value of any impaired assets has increased, reversing part or all of the impairment. If there is indication that the recoverable value has increased, the valuer will reassess the economic life of the asset for the

purposes of determining depreciation. The impairment will be reversed to the extent that up to the carrying value of the asset had there been no impairment. This reversal will in the first instance be used to reverse any charge made to the surplus or deficit on provision of services in the Comprehensive Income and Expenditure Statement, and then to the revaluation reserve.

3.6 Foundation Schools – change to accounting policy and explanation

“CIPFA has provided additional guidance in relation to Foundation Schools; the Council has determined that under the requirement of the 2014-15 Code, these schools should be recognised on the Council’s balance sheet since the Council has control over the resources inherent in these assets. This is a change in accounting policy so the Council has presented an additional balance sheet presenting the position as at 1-April-2013 which includes the Foundation Schools’ assets.

The Foundation Schools’ assets have been brought onto the balance sheet at fair value. Transitional provisions permit this valuation to be treated as a deemed cost. The contra entry for the recognition of these assets is the Capital Adjustment Account and the Revaluation Reserve for these assets is zero as at 1 April 2013. From that point on the Foundation Schools’ assets are treated like any other non-current assets. An additional note to the non-current assets details the changes.”

4. Balance sheet – Current Assets

4.1 Inventories and Long Term Contracts

Inventories are valued at the lower of cost and net realisable value. The Council has no inventories obtained through non-exchange transactions.

Long-term contracts are accounted for on the basis of charging the Surplus or Deficit on the Provision of Services with the value of works and services received under the contract during the financial year

4.2 Cash and Cash Equivalents

IAS 7 defines cash and cash equivalents as cash, bank balances, and very short term investments used for cash management purposes. The Council uses bank overdrafts as part of its cash management strategy, therefore these are disclosed as part of cash and cash equivalents in line with IAS 7. Short term investments invested for three months or less with a known maturity value and date are included in cash and cash equivalents; the Council uses money market funds as an integral part of its cash management, so these investments are also disclosed as part of cash and cash equivalents.

4.3 Work in Progress (Construction contracts)

Under the Code of Practice, construction contracts undertaken by the Council for the Council’s customers are accounted for as set out in IAS 11. This is separate from Assets under Construction where the Council is constructing assets for its own use. The Code of Practice requires use of the percentage completion method for calculating accounting entries for such contracts. Under the percentage of completion method, contract revenue is matched with the contract costs incurred in reaching the stage of completion, resulting in the reporting of revenue, expenses and surplus/deficit which can be attributed to the proportion of work completed. The percentage of completion is assessed based on costs incurred for work performed to date.

Until the point where outcome of the construction contract can be reliably estimated, revenue will only be recognised in line with construction costs to date. Once construction costs can be reliably measured, revenue will be recognised using the percentage completion method described above. Any expected losses will be immediately recognised as an expense.

5. Balance sheet - Liabilities

5.1 Provisions, Contingent Liabilities, and Contingent Assets

The Council makes a provision in compliance with IAS 37 where there is a present obligation as a result of a past event where it is probable that the Council will incur expenditure to settle the obligation and where a reasonable estimate can be made of the amount involved. In addition to the provisions listed in note 9 to the Core Financial Statements, there is a provision for unrecovered debts, this has been netted off against the debtors figure on the balance sheet (see note 2 to the Core Financial Statements).

The Code of Practice requires provisions to be split into current provisions (within a year) and long term provisions. The current provision for insurance is estimated by taking the moving average of insurance expense over the previous three years. All other current provisions are estimated by the officers of the Council in the relevant service area.

The provision for Council Tax debts is based on an assessment of the likely future collection of Council Tax arrears compared to the total level of arrears. Collection of arrears continues for several years after the original liability arises, and the provision is re-assessed each year based on collection trends and movements in amounts due. Debts are not actually written off until there is no realistic chance of collection, at which point the write-off reduces both the debtors and provision totals.

A contingent liability is disclosed in the notes to the accounts where there is either a possible obligation as a result of a past event where it is possible that the Council will incur expenditure to settle the obligation; or a present obligation as a result of a past event where it is either not probable that the Council will incur expenditure to settle the obligation, or where a reasonable estimate of the future obligation cannot be made.

A contingent asset is disclosed in the notes to the accounts where a possible asset arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

5.2 Employee benefits

The Council recognises a provision for the entitlement of its employees to benefits within the reported financial year. This provision is estimated based on the entitlement of the Council's employees to leave as at the 1 April for the previous financial year.

Regulations prohibit Council tax payers from being charged for this provision, so any movement in this provision is transferred to the Accumulated Absences Account.

The Council accounts for employee benefits in accordance with the Code which is based on IAS 19. The underlying principle of IAS 19 is that an organisation should account for employment and post-employment benefits when employees earn them and the authority is committed to providing them, even if the actual provision might be many years into the future.

The Code has adopted the 2011 amendments to IAS 19 and IAS 1 which has resulted in a change in accounting policy. There are new classes of components of defined benefit cost to be recognised in the financial statements (ie net interest on the net defined benefit liability (asset) and re measurements of the net defined benefit liability (asset)), and new definitions of recognition criteria for service costs, eg past service costs and new recognition criteria for termination benefits.

The opening Balance Sheet for 1 April 2012 and a number of the IAS 19 disclosures have been restated.

5.3 Reserves

Reserves are divided into usable and unusable reserves. Within the usable reserves there are amounts set aside for earmarked purposes out of the balances on the Council's funds.

6 Balance Sheet - Financial Instruments

6.1 Financial Assets

Financial assets are classified into three types:

- Loans and receivables – assets that have fixed or determinable payments, but are not quoted in an active market
- Available for sale assets – assets that have a quoted market price and / or do not have fixed or determinable payments – the Council does not hold any of these assets
- Fair value through income and expenditure

6.1.1 Loans and Receivables

Loans and Receivables are initially measured at fair value and carried at their amortised cost. Annual credits to the Comprehensive Income and Expenditure Statement for interest receivable are based on the carrying amount of the asset multiplied by the effective rate of interest for the instrument. For most of the loans that the Council has made, this means that the amount presented in the Balance Sheet is the outstanding principal receivable plus interest outstanding, and interest credited to the financing and investment income and expenditure section of the Comprehensive Income and Expenditure Statement is the amount receivable for the year in the loan agreement.

Where assets are identified as impaired because of a likelihood arising from a past event that payments due under a contract will not be made, the asset is written down and a charge made to the surplus or deficit on provision of services section of the Comprehensive Income and Expenditure Statement.

Any gains or losses that arise on the derecognition of the asset are credited/debited to the surplus or deficit on provision of services section of the Comprehensive Income and Expenditure Statement.

6.1.2 Fair value through income and expenditure

Investments where there is an active market (e.g. certificates of deposit or gilts). These are treated in the same manner as Loans and Receivables.

6.2 Premature Redemption of Debt

The practice for the Comprehensive Income and Expenditure Statement is to amortise premia and discounts over a period which reflects the life of the loans with which they are refinanced determined as described below. This will not be followed in the following situations:

- Where it is permissible and advantageous to capitalise premia (in which case the question of amortisation will not arise)
- Where the loans redeemed are not refinanced (when premia and discounts will be taken directly to the Revenue Account)
- Where discounts and premia are amortised over a broadly similar period, for convenience they will be shown as a net figure.

The practice for the HRA is different. In this case, discounts and premia are amortised, individually, over the remaining life of the loan repaid or ten years, whichever is the shorter.

The Council's policy on repayment of debt is as follows:

- For strategic financial reasons, the optimum level of borrowing for a Council in the position of Brent is usually to maintain gross borrowing at the Council's overall Capital Financing Requirement, unless the yield curve indicates very low short term rates. Unless borrowing required to fund the capital programme is less than the Minimum Revenue Provision, this will always involve refinancing debt redeemed prematurely with new borrowing. Borrowing to fund Brent's capital programme is

likely to exceed Minimum Revenue Provision by a substantial margin for the foreseeable future. However, at present the yield curve indicates that interest rates are likely to remain low, so that borrowing for shorter periods or at variable rates may be prudent.

- Given the current pattern of rates, there is a significant penalty incurred in redeeming much of the Council's debt prematurely. However, the cost of maintaining a higher borrowing portfolio than is immediately required is particularly high at present, and the current risks to balances on deposit indicate that these should be kept to a minimum prudent level (to cover cash flow). In practice, this suggests a policy of seeking opportunities to redeem individual loans where this is economical.

6.3 Financial Liabilities

Financial liabilities are initially measured at fair value and carried at their amortised cost. Annual charges to the Comprehensive Income and Expenditure Statement for interest payable are based on the carrying amount of the liability, multiplied by the effective rate of interest for the instrument. For most of the borrowings that the Council has, this means that the amount presented in the Balance Sheet is the outstanding principal repayable and interest charged to the Comprehensive Income and Expenditure Statement is the amount payable for the year in the loan agreement.

Gains and losses on the repurchase or early settlement of borrowing are credited and debited to the surplus or deficit on the provision of services section in the Comprehensive Income and Expenditure Statement in the year of repurchase / settlement. However, where repurchase has taken place as part of a restructuring of the loan portfolio that involves the modification or exchange of existing instruments, the premium or discount respectively would be deducted from or added to the amortised cost of the new or modified loan and the write down to the surplus or deficit on the provision of services section in the Comprehensive Income and Expenditure Statement spread over the life of the loan by an adjustment to the effective interest rate.

Where premia and discounts have been charged to the surplus or deficit on the provision of services section in the Comprehensive Income and Expenditure Statement, regulations allow the impact on the General Fund balance to be spread over future years. The Council has a policy of spreading the gain / loss over the term of the replacement loan, at present up to a maximum of thirty years. The reconciliation of amounts charged to the surplus or deficit on the provision of services section in the Comprehensive Income and Expenditure Statement to the net charge required against the General Fund balance is managed by a transfer to or from the Financial Instruments Adjustment Account in the Movement in Reserves Statement.

7 Capital Financing

7.1 Capital Expenditure

Capital expenditure on building assets is added to the value of the asset and depreciated over the remaining useful life.

Capital expenditure on HRA dwellings is added to the value of fixed assets.

Revenue expenditure funded from capital under statute (REFCUS) represents expenditure that may be capitalised under statutory provisions but does not result in the creation of tangible assets owned by the Council. Such revenue expenditure incurred during the year has been written off as expenditure to the relevant service revenue account in the year.

7.2 Capital Government Grants and Contributions

Where the acquisition of a fixed asset is financed either wholly or in part by a government grant or other contribution, the amount of the grant or contribution is recognised as income as soon as the Council has reasonable assurance it will comply with the conditions attached to the grant, and the grants or contributions will be received.

The Greater London Authority has elected to charge a Community Infrastructure Levy (CIL). The levy will be charged on new builds (chargeable developments for the Authority) with appropriate planning consent. The income from the levy is accounted with Brent Council as agent under IAS 18 as the council collects these funds on behalf of the Greater London Authority.

7.3 Leasing

The Council has acquired a number of assets, mainly vehicles, plant and computer equipment, by means of leases. The Council assesses whether or not leases have to be disclosed on balance sheet in line with IAS 17, using guidance from the Royal Institute of Chartered Surveyors as directed by the CIPFA. On balance sheet leases are described as finance leases, leases not reported on the balance sheet are known as operating leases.

Finance leases are initially recognised on the balance sheet with assets and liabilities equal to the net present value of the minimum lease payments. Where a contract does not detail an interest rate for a specific asset, or provide sufficient information for its calculation, the interest rate implicit in the lease will in the first instance be estimated based on interest rates for other assets within the lease. If there is no interest rate detailed in the lease then a suitable interest rate is applied.

Assets financed by finance leases are treated as having an economic life equal to the minimum length of the contract and are depreciated over this period.

Finance lease repayments and interest payments are calculated using the actuarial method (allocating interest to the period it relates to) and assumes that a single payment is made at the end of the contract year. Where a contract starts part way through a single financial year payments will be apportioned to that financial year based on the number of days of the contract year within the reported financial year.

Rentals payable under operating leases are charged to revenue in the year in which they are paid and no provision is made for outstanding lease commitments.

Two interpretations of the International Financial Reporting Standards apply to contracts and series of transactions where the substance of the contract or transactions may be a lease under International Financial Reporting Standards. The Council first assesses whether or not contracts contain a service concession under IFRS Interpretations Committee (IFRIC) 12, and then whether or not there is an embedded lease under IFRIC 4. The disclosure of service concessions is complex and dealt with in further detail below. Embedded leases are disclosed as set out in IFRIC 4, accounting policies for major embedded finance leases are set out below.

7.3.1 Service Concessions and the Private Finance Initiative (PFI)

Contracts and other arrangements that have been determined as “service concessions” are accounted for under IFRIC 12, the Code of Practice and the additional provisions of IPSAS 32 Service Concession Arrangements: Grantor.

Where new assets are identified these assets are recognised at fair value being the relevant elements of the capital cost in the PFI operators’ financial model.

Where the PFI operator’s right to third party income is recognised in reductions to the unitary payment, a proportion of the finance lease creditor is re-allocated to a deferred income balance based on the proportion of fixed payments (if any) from the Council and expected third party payments. The deferred

income balance is amortised to the Comprehensive Income and Expenditure Statement on a straight line basis over the life of the PFI scheme.

The Council's ongoing liabilities for these service concessions are recognised on the balance sheet. This has been done by recognising a finance lease creditor and written down accordingly.

The assets acquired with these service concessions will be depreciated over the useful estimated economic life of the assets; with the exception of the assets generated by a Social Housing PFI. Legal title to the majority of assets from the Social Housing PFI will remain with the PFI operator, so these assets will be depreciated over the life of the contract, not their useful economic life.

Lifecycle costs will be capitalised in line with the directions of the Code of Practice on capitalising expenditure for these service concessions. All lifecycle costs for the Street lighting PFI are treated as revenue maintenance expenditure due to the nature of maintaining street lighting.

7.4 Minimum Revenue Provision

The Minimum Revenue Provision (MRP) included within the 2014/15 Accounts has been calculated on the basis of the 2013/14 outturn position, amended for the inclusion of PFI projects as per the requirements of the introduction of the International Financial Reporting Standards. In accordance with the revised regulations for the calculation of MRP issued in 2008 the Council adopted the following policy for non-HRA assets:

For supported borrowing, the Council will continue with the existing method (Option 1). This option, 'the regulatory method', continues to use the calculations that were used under the system that existed from 2004/05 when the previous regulations came into effect. This means that the amount of non-housing Capital Financing Requirement (CFR), adjusted as set out in the original regulations (Adjustment A'), is used as the starting position for the MRP calculation in 2008/09 and adjusted thereafter for supported borrowing in each year.

For prudential borrowing, the Council will adopt Option 3, 'the asset life method', and an 'annuity' approach for calculating repayments. This option allows provision for repayment of principal to be made over the estimated life of the asset. The use of the 'annuity' method is akin to a mortgage where the combined sum of principal and interest are equalised over the life of the asset.

The proposed asset lives which will be applied to different classes of assets are as follows:

- *Vehicles and equipment – 5 to 15 years;*
- *Capital repairs to roads and buildings – 15 to 25 years;*
- *Purchase of buildings – 30 to 40 years;*
- *New construction – 40 to 60 years;*
- *Purchase of land – 50 years (unless there is a structure on the land with an asset life of more than 50 years, in which case the land would have the same asset life as the structure).*

These policies do not apply to HRA assets.

The statutory guidance in the Guidance on Minimum Revenue Provision (second edition) from the Department of Communities and Local Government directs local authorities to make an MRP charge equal to the writing down of the finance lease liability upon transition to IFRS, and a charge equal to the writing down of the finance lease liability in subsequent years for operating leases reclassified as finance leases. It states that this is equivalent to one of the other options provided by the guidance for MRP in other circumstances. In order to ensure consistent treatment of all finance leases, an MRP charge equal to the writing down of the finance lease liability will be made for all finance leases.

In line with the statutory guidance on Minimum Revenue Provision (MRP), MRP has been charged for PFIs at a rate equal to the writing down of the finance lease liability. In addition, to ensure that all capital costs are captured by MRP, MRP includes a charge equal to any capital lifecycle additions within the scheme, and a charge equal to the release of any deferred income. Where finance lease liabilities increase in year, this is recognised by a credit to MRP equal to the increase in liability. The net effect of this policy is to maintain revenue balances at the same level under IFRS as under UK GAAP which is considered the prudent course of action within Guidance on Minimum Revenue Provision.

Minimum Revenue Provision is charged against the General Fund in the Movement in Reserves statement.

7.5 Income from the Sale of Fixed Assets

Income from the disposal of fixed assets is known as capital receipts. Such income that is not reserved and has not been used to finance capital expenditure in the period is included in the balance sheet as capital receipts unapplied.

The treatment of HRA capital receipts is determined by the Local Government Act 2003 as amended from 1 April 2012 in order to make new provision for the pooling of housing receipts by

- The Local Authorities (Capital Finance and Accounting) (England) (Amendment) (No. 2) Regulations 2012 (SI 2012/711); and
- The Local Authorities (Capital Finance and Accounting) (England) (Amendment) (No.3) Regulations 2012 (SI 2013/1424)

As a result of these amendments, local authorities are able to retain the receipts generated by Right to Buy sales for replacement housing provided they can sign up to an agreement with Government that they will limit the use of the net Right to Buy receipts to 30% of the cost of the replacement homes within a 3 year period from the point of receipt. The London Borough of Brent has elected to enter into agreement with the Government to retain the net receipts from Right to Buy sales.

The regulations provide that receipts from Right to Buy sales will in future be applied as follows:

- the council may deduct certain costs, namely: an amount to cover the housing debt supportable from the income on the additional Right to Buy sales; transaction and administration costs; and an amount which reflects the income the council might reasonably have expected from Right to Buy sales prior to the new scheme;
- The council must also pay the Government an amount which reflects the income which the Treasury expected from Right to Buy sales prior to the new scheme;
- Once these costs are deducted, the remaining net receipts are available to fund (and must be applied to) replacement affordable rented homes.

7.6 Borrowing Costs

The Council may borrow to meet capital costs that are attributable to the acquisition, construction or production of a qualifying asset that has a life of more than one year. It is the Council's policy to capitalise borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset. Borrowing costs will be deemed as interest and other costs that the Council incurs in connection with the borrowing of funds, and a qualifying asset will be that which takes in excess of three years to get ready for intended use and has forecast expenditure in excess of £100 million. Cessation of capitalisation will occur when substantially all the activities necessary to prepare the qualifying asset for its intended use are complete.

8 Group Accounts

The Group Accounts have been prepared on the basis of a full consolidation of the financial transactions of the Council, its subsidiary Brent Housing Partnership (BHP) Limited and the Barham Park Trust. BHP is an Arms Length Management Organisation (ALMO). Barham Park Trust is a charity that is controlled by the council as a result of the council appointing all the trustees. The financial statements in the Group Accounts are prepared in accordance with the policies set out above.

Additional Supporting Information and reconciliation disclosures

Key Judgements and Material Estimates.

In preparing the Statement of Accounts, the authority has had to make judgements, estimates and assumptions that affect the application of its policies and reported levels of assets, liabilities, income and expenses. The estimates and associated assumptions have been based on historical experience, including the recovery of amounts due to the council, current trends and other relevant factors that are considered to be reasonable. These estimates and assumptions have been used to inform the basis for judgements about the carrying values of assets and liabilities, where these are not readily available from other sources. Future events may result in these estimates and assumptions being revised and could significantly change carrying balances in subsequent years Financial Statements.

Estimates and underlying assumptions are regularly reviewed. Changes in accounting estimates are adjustments of the carrying amount of an asset or a liability, or the amount of the periodic consumption of an asset, that results from the assessment of the present status of, and expected future benefits and obligations associated with assets and liabilities. Changes in accounting estimates result from new information or new developments, and accordingly are not correction of errors. Changes to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

The critical accounting judgements made and key sources of estimation uncertainty which have a significant effect on the financial statements:

- Retirement Benefit Obligations – The authority recognises and discloses its retirement benefit obligation in accordance with the measurement and presentational requirements of IAS 19 “Employee Benefits”. The estimation of the net pension liability depends on a number of complex judgements and estimates relating to the discount rate used, the rate at which salaries are projected to increase, changes in retirement ages, mortality rates and expected returns on pension fund assets. A firm of actuaries is engaged to provide the authority with expert advice about the assumptions to be applied. Changes in these assumptions can have a significant effect on the value of the authority’s retirement benefit obligation. The key assumptions made are set out in Note 36 - Defined Benefit Pension Schemes.

- Provisions – The authority is required to exercise judgement in assessing whether a potential liability should be accounted for as a provision or contingent liability in accordance with accounting policies. In calculating the level of provisions the authority also exercises some judgement; they are measured at the authority’s best estimate of the costs required to settle the obligation at the Balance Sheet date. The level of the authority’s provisions and details of its contingent liabilities are set out in Note 9 - Provisions and Note 20 - Contingent Liabilities respectively.

- Property, Plant and Equipment – Assets are depreciated over useful lives that are dependent on assumptions such as the level of repairs and maintenance that will be incurred in relation to individual type of asset, the expected length of service potential of the asset and the likelihood of the authority’s usage of the asset. The authority carries out an annual impairment review of its asset base which takes in to account such factors as the current economic climate.

Future Levels of Government Funding and Levels of Reserves – the future levels of funding for local authorities has a high degree of uncertainty. The authority has set aside amounts in provisions, working balances and reserves which it believes are appropriate based on local circumstances including the overall budget size, risks, robustness of budgets, major initiatives being undertaken, budget assumptions, other earmarked reserves and provisions and the authority's track record in financial management.

. Classification of Leases – The authority has entered into a number of lease arrangements in respect of property and other assets. The authority has exercised judgement in the classification of leases (i.e. operating or finance lease) using such factors as the length of the lease and rent levels and in reviewing contractual arrangements having the substance of a lease (e.g. contract values and length of contract). Details of the authority's leases and lease type arrangements are set out in note 28.

. Treatment of PFI arrangements – The authority has entered into a number of PFI arrangements in respect of infrastructure. The authority has exercised judgement in the identification of service concessions and embedded leases within PFIs using such as arrangements that allow the council to control residual value of PFI assets without legal title. Initial assets and liabilities for the PFIs are calculated using financial model based upon the contractual terms and conditions and the operator's financial model; subsequent changes in the authority's PFI liabilities are estimated using the same model. Subsequent changes in the authority's PFI funded assets are measured in the same way as other non current assets. Details of the PFI and service concession type arrangements are set out in note 29.

. Deposits with Icelandic banks – The authority originally deposited £15m with the Glitnir and Heritable banks. In 2014/15 the Glitnir deposit was repaid so based on the latest information from the administrators an impairment of £0.6m has been recognised to cover reasonably expected losses relating to Heritable Bank. Further information on deposits with Icelandic Banks is included in Note 31 - Nature and extent of risks arising from Financial Instruments

. The estimate of depreciation chargeable on dwellings within the Housing Revenue Account is based on the Government's Major Repairs Allowance. An external review of this has been undertaken to ensure this does not lead to a material misstatement in the accounts

. Bad Debt Provision – The anticipated recovery of outstanding amounts due to the authority is calculated based on the experience of recovery of debt over the previous twelve months, categorised according to the age profile of that debt

Assumption made about the future and other major sources of estimation uncertainty

The Council includes accounting estimates within the accounts; the significant accounting estimates relate to non current assets, impairment of financial assets. The Council's accounting policies include details on the calculation of these accounting estimates.

The Council also carries out a review of all debtor balances, and uses past experience of debt collection rates across all categories to establish allowances for non-collection.

The appropriate level of non-earmarked reserves to be held by the Council is based on an assessment of financial risks facing the Council. These risks include future funding levels, delivery of planned savings and future demands on services.

Accounting Standards that have been issued but have not yet been adopted

There are a number of changes to accounting standards which will apply to future accounts beginning 1 April 2015:-

IFRS 13 Fair Value Measurement becomes a requirement of the 2015/16 Code

It introduces a universal definition of fair value based on exit price. The code introduces the concept and definition of current value to PPE and will see the valuation of surplus assets change from its valuation based on current use.

The CIPFA Code of Practice on Transport Infrastructure assets will be adopted in 2016/17 where transport infrastructure assets will be measured at depreciated replacement cost. This is a significant change in local government accounting policy which will require comparatives to be restated and means that the conversion date is 1 April 2015.

Events after the reporting period

There has been 1 material event where there has been a change to the Stonebridge PFI agreement (see note 29) between the 31 March 2015 and the authorised date of release of these statements that have required the statements to be changed. Events after this authorised date are not reflected in these statements.

Descriptions of Earmarked Reserves

Section 106 and CIL - Amounts received under Section 106 of the Town and Country Planning Act 1990 which are earmarked for particular purposes arising from the related developments and the Community Infrastructure Levy 2010.

Property - Monies earmarked to be spent on repairs, maintenance and dilapidations to council freehold and leasehold buildings.

Civic Centre - Monies earmarked to be spent on costs associated with the move to the Civic Centre including any shortfall income generation. This will support more efficient use of office accommodation and new ways of working.

Redundancy & Restructuring - Monies set aside to meet the future costs of restructuring.

Transformation - Reserve is to provide monies for financial, HR and IT transformation as well as for Spend to Save initiatives.

Welfare Reform – Monies identified centrally to help with the impact of the welfare reforms

Capital Financing - These are monies identified to smooth the impact of capital financing costs following the completion of the Civic Centre.

JFS School PFI - Grant relating to the setting up of JFS. (A secondary school in the Borough). The PFI agreement means that government funding exceeds contract payments in earlier years but tapers off in later years. The reserve was set up to take account of the funding profile.

Revenue Contribution to Capital – Monies to reduce the costs of the Authority's minimum revenue contribution in future years.

Capital Funding - This represents revenue contributions set aside to meet commitments included in the capital programme. This only relates to the General Fund. There are no contributions from the HRA in this reserve.

Service Pressures - A centrally held fund created to meet service pressures

Insurance – Monies to meet the unknown insurance liabilities including the historic costs arising from MMI

Future Funding Risks – Monies set aside to reflect the potential deterioration in 2016/17 central government funding compared to the assumptions in the medium term financial strategy.

Pension Liability – Monies to mitigate the impact of low interest rates on the measurement of pension fund liabilities at the forthcoming actuarial valuation

South Kilburn – Monies provided to support meanwhile use projects on vacant sites, independent advice and support for residents and administrative costs associated with delivering the project.

Other Central – Various reserves held centrally less than £1m.

Other Corporate – Various reserves held by the corporate units of less than £1m.

Council Tax, Business Rates & Local Welfare - Various reserves relating to the costs of the Council's local taxation and benefits operation

Employment Initiatives - Monies set aside for employment schemes and initiatives.

Affordable Housing PFI - Monies set aside for affordable housing PFI.

Other Regeneration & Growth – Various reserves held by the service area of less than £1m.

Other Environment & Neighbourhoods – Various reserves held by the service area of less than £1m.

Willesden Sports Centre PFI - The new Willesden Sports Centre opened during 2006/07 is financed through a 25 year PFI agreement. This involves an arrangement whereby funds received from the Council's own budget and from Government PFI credits are used to cover payments to the contractor. At the start of the project surplus funds are paid into a reserve which will be utilised over the life of the project.

Brent NHS Trust Joint Venture- This reserve is used to fund joint initiatives between the Council and Brent NHS that are beneficial to the social care and health needs of the client base and is spent according to decisions by the joint board.

2Yr Old additional Funding - To fund 2 Year Old Places in Private & Voluntary Sector.

Other Adults & Children & Young People – Various reserves held by the service area of less than £1m.

Housing Revenue Account - Monies earmarked to spend on various Housing Revenue Account projects.

Reconciliation between Brent's management structure and the Comprehensive Income and Expenditure Statement

	Adult Social Services	Children & Young People	Environment & Neighbourhood Services	Regeneration & Growth	Corporate Departments	Housing Revenue Account	Central Budgets	Employee Benefits	Pension Costs	Capital	Total
Central services to the public	0	352	257	0	11,234	0	2,751	0	0	0	14,594
Cultural and related services	0	0	7,382	0	3,233	0	0	0	0	2,157	12,772
Environmental and regulatory services	0	0	25,836	78	2,286	0	0	0	0	654	28,854
Planning	0	0	0	514	1,255	0	0	0	0	1,478	3,247
Children's social care	0	32,389	0	0	1,879	0	(16)	0	0	8	34,260
Education and children's services	0	(3,619)	0	(9)	11,947	0	(1,986)	(1,203)	(1,274)	10,874	14,730
Highways and transport services	15,914	0	(3,411)	30	2,664	0	767	0	0	2,748	18,712
Local authority housing (HRA)	0	0	0	0	0	(27,816)	0	0	0	(64,117)	(91,933)
Other housing services	0	0	0	23,512	6,117	0	(2,952)	0	0	(1,136)	25,541
Adult social care	66,857	0	0	0	5,944	0	0	0	0	1,194	73,995
Corporate and democratic core	0	0	422	7,986	(15,596)	0	10,886	0	0	5,600	9,298
Non distributed costs	0	0	0	0	0	0	(532)	(6)	(1,762)	0	(2,300)
Public Health	14	0	0	0	16,734	0	(18,848)	0	0	0	(2,100)
Cost of Services	82,785	29,122	30,486	32,111	47,697	(27,816)	(9,930)	(1,209)	(3,036)	(40,540)	139,670

Reconciliation between Brent's management structure and the Comprehensive Income and Expenditure Statement (continued)

	Adult Social Services	Children & Young People	Environment & Neighbourhood Services	Regeneration & Growth	Corporate Departments	Housing Revenue Account	Central Budgets	Employee Benefits	Pension Costs	Capital	Total
Cost of Services	82,785	29,122	30,486	32,111	47,697	(27,816)	(9,930)	(1,209)	(3,036)	(40,540)	139,670
Other operating expenditure	0	0	0	0	0	0	2,603	0	0	4,711	7,314
Financing and investment income and expenditure	0	736	(3)	0	11	6,132	10,813	0	25,428	3,283	46,400
Taxation and non-specific grant income	0	0	0	0	0	0	(286,763)	0	0	(21,480)	(308,243)
(Surplus) or Deficit on Provision of Services	82,785	29,858	30,483	32,111	47,708	(21,684)	(283,277)	(1,209)	22,392	(54,026)	(114,859)
Additional lines from Movement in Reserves Statement											
Adjustments between accounting basis & funding basis under regulations	543	9,744	612	(991)	2,457	24,660	10,251	1,209	(22,392)	54,026	80,119
Transfers to/from earmarked reserves	6,337	3,150	1,038	(5,280)	449	0	25,414	0	0	0	31,108
Total	89,665	42,752	32,133	25,840	50,614	2,976	(247,612)	0	0	0	(3,632)

2013/14

	Useable Reserves				Unusable Reserves						Total £'000	
	General Fund + HRA Balance £'000	Capital Receipts Reserve £'000	Major Repairs Reserve £'000	Capital Grants Unapplied £'000	Capital Adjustment Account £'000	Pensions Reserve £'000	Financial Instruments Adjustment Account £'000	Accumulated Absences Account £'000	Revaluation Reserve £'000	Collection Fund Adjustment Account £'000		Deferred Capital Receipts Reserve £'000
Depreciation and impairment of non-current assets and amortisation of intangible assets	(66,556)	0	0	0	64,031	0	0	0	2,525	0	0	0
Revaluation losses on Property Plant and Equipment	30,298	0	0	0	(30,298)	0	0	0	0	0	0	0
Revenue expenditure funded from capital under statute	(7,605)	0	0	0	7,605	0	0	0	0	0	0	0
Amounts of non-current assets written off on disposal or sale as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	(45,026)	0	0	0	39,084	0	0	0	5,942	0	0	0
Statutory provision for the financing of capital investment	15,690	0	0	0	(15,690)	0	0	0	0	0	0	0
Capital expenditure charged against the General Fund and HRA balances	14,841	0	0	0	(14,841)	0	0	0	0	0	0	0
Capital grants and contributions utilised applied credited to the Comprehensive Income and Expenditure Statement	17,203	0	0	(17,203)	0	0	0	0	0	0	0	0
Application of grants to capital financing transferred to the Capital Adjustment Account	18,560	0	0	20,330	(38,890)	0	0	0	0	0	0	0
Transfer of cash sale proceeds credited as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	59,693	(59,693)	0	0	0	0	0	0	0	0	0	0
Use of the Capital Receipts Reserve to finance new capital expenditure	0	21,382	0	0	(21,382)	0	0	0	0	0	0	0
Contribution from the Capital Receipts Reserve towards administrative costs of non-current asset disposals	(262)	262	0	0	0	0	0	0	0	0	0	0
Contribution from the Capital Receipts Reserve to finance the payments to the Government capital receipts pool	(1,074)	1,074	0	0	0	0	0	0	0	0	0	0
Reversal of Major Repairs Allowance credited to the HRA	10,558	0	(10,558)	0	0	0	0	0	0	0	0	0

2013/14

	Useable Reserves				Unusable Reserves						Total £'000	
	General Fund + HRA Balance £'000	Capital Receipts Reserve £'000	Major Repairs Reserve £'000	Capital Grants Unapplied £'000	Capital Adjustment Account £'000	Pensions Reserve £'000	Financial Instruments Adjustment Account £'000	Accumulated Absences Account £'000	Revaluation Reserve £'000	Collection Fund Adjustment Account £'000		Deferred Capital Receipts Reserve £'000
Use of the Major Repairs Reserve to finance new capital expenditure	0	0	12,197	0	(12,197)	0	0	0	0	0	0	0
Amount by which finance costs charged to the Comprehensive Income and Expenditure Statement are different from finance costs chargeable in the year in accordance with statutory requirements	8,933	0	0	0	0	0	(4,189)	0	0	(4,744)	0	0
Reversal of items relating to retirement benefits debited or credited to the Comprehensive Income and Expenditure Statement	(66,812)	0	0	0	0	66,812	0	0	0	0	0	0
Employer's pensions contributions and direct payments to pensioners payable in the year	34,906	0	0	0	0	(34,906)	0	0	0	0	0	0
Amount by which officer remuneration charges to the Comprehensive Income and Expenditure Statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	851	0	0	0	0	0	0	(851)	0	0	0	0
Revaluation reserve written off to the capital adjustment account	0	0	0	0	(255)	0	0	0	255	0	0	0
Surplus or (deficit) on the provision of services	(49,923)	0	0	0	0	0	0	0	0	0	0	(49,923)
Actuarial gains or losses on pensions assets and liabilities	0	0	0	0	0	(205,258)	0	0	0	0	0	(205,258)
Surplus or deficit on revaluation of non-current assets not posted to the surplus/deficit on the provision of service	0	0	0	0	0	0	0	0	(23,277)	0	0	(23,277)
Transfers to earmarked reserves	27,286	0	(3,494)	0	0	0	0	0	0	0	0	23,792
Total Adjustments	1,561	(36,975)	(1,855)	3,127	(22,833)	(173,352)	(4,189)	(851)	(14,555)	(4,744)	0	(254,666)
Opening Balance	(14,647)	(9,198)	(10,859)	(90,193)	(564,810)	772,290	23,365	5,922	(157,253)	0	(1,250)	(46,633)
Closing Balance	(13,086)	(46,173)	(12,714)	(87,066)	(587,643)	598,938	19,176	5,071	(171,808)	(4,744)	(1,250)	(301,299)

2014/15

	Useable Reserves				Unusable Reserves						Total £'000	
	General Fund + HRA Balance £'000	Capital Receipts Reserve £'000	Major Repairs Reserve £'000	Capital Grants Unapplied £'000	Capital Adjustment Account £'000	Pensions Reserve £'000	Financial Instruments Adjustment Account £'000	Accumulated Absences Account £'000	Revaluation Reserve £'000	Collection Fund Adjustment Account £'000		Deferred Capital Receipts Reserve £'000
Depreciation and impairment of non-current assets and amortisation of intangible assets	(35,669)	0	0	0	33,093	0	0	0	2,576	0	0	0
Revaluation losses on Property Plant and Equipment	70,852	0	0	0	(70,906)	0	0	0	54	0	0	0
Movements in the market value of Investment Properties	150	0	0	0	(150)	0	0	0	0	0	0	0
Amortisation of intangible assets	(980)	0	0	0	980	0	0	0	0	0	0	0
Revenue expenditure funded from capital under statute	(14,916)	0	0	0	14,916	0	0	0	0	0	0	0
Amounts of non-current assets written off on disposal or sale as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	(20,568)	0	0	0	18,682	0	0	0	1,886	0	0	0
Statutory provision for the financing of capital investment	16,047	0	0	0	(16,047)	0	0	0	0	0	0	0
Capital expenditure charged against the General Fund and HRA balances	13,219	0	0	0	(13,219)	0	0	0	0	0	0	0
Capital grants and contributions unapplied credited to the Comprehensive Income and Expenditure Statement	32,368	0	0	(32,368)	0	0	0	0	0	0	0	0
Application of grants to capital financing transferred to the Capital Adjustment Account	0	0	0	41,495	(41,495)	0	0	0	0	0	0	0
Transfer of cash sale proceeds credited as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	17,347	(17,347)	0	0	0	0	0	0	0	0	0	0
Use of the Capital Receipts Reserve to finance new capital expenditure	0	9,180	0	0	(9,180)	0	0	0	0	0	0	0
Contribution from the Capital Receipts Reserve towards administrative costs of non-current asset disposals	(222)	222	0	0	0	0	0	0	0	0	0	0
Contribution from the Capital Receipts Reserve to finance the payments to the Government capital receipts pool	(1,198)	1,198	0	0	0	0	0	0	0	0	0	0
Reversal of Major Repairs Allowance credited to the HRA	10,259	0	(10,259)	0	0	0	0	0	0	0	0	0

2014/15

	Useable Reserves					Unusable Reserves					Total £'000	
	General Fund + HRA Balance £'000	Capital Receipts Reserve £'000	Major Repairs Reserve £'000	Capital Grants Unapplied £'000	Capital Adjustment Account £'000	Pensions Reserve £'000	Financial Instruments Adjustment Account £'000	Accumulated Absences Account £'000	Revaluation Reserve £'000	Collection Fund Adjustment Account £'000		Deferred Capital Receipts Reserve £'000
Use of the Major Repairs Reserve to finance new capital expenditure	0	0	6,282	0	(6,282)	0	0	0	0	0	0	0
Amount by which finance costs charged to the Comprehensive Income and Expenditure Statement are different from finance costs chargeable in the year in accordance with statutory requirements	2,126	0	0	0	0	0	(2,126)	0	0	0	0	0
Reversal of items relating to retirement benefits debited or credited to the Comprehensive Income and Expenditure Statement	(47,040)	0	0	0	0	47,040	0	0	0	0	0	0
Employer's pensions contributions and direct payments to pensioners payable in the year	34,168	0	0	0	0	(34,168)	0	0	0	0	0	0
Amount by which officer remuneration charges to the Comprehensive Income and Expenditure Statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	1,209	0	0	0	0	0	0	(1,209)	0	0	0	0
Revaluation reserve written off to the capital adjustment account	2,971	0	0	0	0	0	0	0	0	0	0	0
Amount by which Brent's share of the council tax surplus has increased during the year	(114,864)	0	0	0	0	0	0	0	(2,971)	0	0	0
Surplus or (deficit) on the provision of services and liabilities	0	0	0	0	0	113,210	0	0	0	0	0	(114,864)
Surplus or deficit on revaluation of non-current assets not posted to the surplus/deficit on the provision of service	0	0	0	0	0	0	0	0	(27,613)	0	0	(27,613)
Transfers to earmarked reserves	36,708	0	(5,202)	0	0	0	0	0	0	0	0	25,906
Total Adjustments	(3,633)	(6,747)	(9,179)	9,127	(89,608)	126,082	(2,126)	(1,209)	(23,097)	(2,971)	0	(3,361)
Opening Balance	(13,085)	(46,173)	(12,714)	(87,067)	(587,642)	598,938	19,175	5,071	(171,808)	(4,744)	(1,250)	(301,299)
Closing Balance	(16,718)	(52,920)	(21,893)	(77,940)	(677,250)	725,020	17,049	3,862	(194,905)	(7,715)	(1,250)	(304,660)

Construction Contracts

The Council is required to disclose costs related to construction contracts where the Council is completing the work on behalf of other bodies.

At 31 March 2015 the Council had a single construction contract in progress, for the construction of the Crest Academies (previously known as the John Kelly Schools) on behalf of the Academy Partnership utilizing grant monies provided by the Department of Education. Upon completion of the scheme the buildings will be passed over to the Academy Partnership at nil consideration to the Council. The value of work completed at 31 March 2015 is as per the Council's Financial Information System as maintained by the scheme's Project Manager and based on consultants reports. The amount due from the Department of Education at 31 March 2015 is as follows:

CREST Academies	£'000
Costs Incurred to date	39,246
Revenue recognized:	
• Before 1 April 2014	31,100
• During 2014/15	6,051
Profit/(Loss)	0
Advances Received	0
Gross Amount Due	2,095
Comprising:	
• Amounts not yet received	2,095

Pension Fund Accounts

Pension Fund Accounts for 2014/15

Brent Pension Fund Account		2013/14	2014/15
	Notes	£'000	£'000
Dealings with members, employers and others directly involved in the fund			
Contributions	7	(44,261)	(45,371)
Transfers in from other pension funds	8	(1,895)	(1,782)
		(46,156)	(47,153)
Benefits	9	35,169	36,392
Payments to and on account of leavers	10	3,595	1,427
Administration expenses	11	908	714
		39,672	38,533
Net (additions)/withdrawals from dealings with members		(6,484)	(8,620)
Returns on investments			
Investment income	12	(2,392)	(2,097)
Taxes on income	13	569	554
(Profits) and losses on disposal of investments and changes in the market value of investments	15a	(30,888)	(66,980)
Investment management expenses	14	5,963	6,901
Net return on investments		(26,748)	(67,315)
Net (increase)/decrease in the net assets available for benefits during the year		(35,510)	(73,935)
Net Assets Statement			
		31 March 2014	31 March 2015
	Notes	£'000	£'000
Investment assets	15	562,083	639,487
		562,083	639,487
Current assets	20	19,357	18,504
Long term assets	21	158	100
Current liabilities	22	(483)	(1,041)
Net assets of the fund available to fund benefits at the period end		581,115	657,050

Notes to the Brent Pension Fund accounts

1. Description of Fund

The Brent Pension Fund (the 'Fund') is part of the Local Government Pension Scheme and is administered by Brent Council. The Council is the reporting entity for this Pension Fund.

The following description of the Fund is a summary only. For more detail, reference should be made to the Brent Pension Fund Annual Report 2014/15 and the underlying statutory powers underpinning the scheme, namely the Superannuation Act 1972 and the Local Government Pension Scheme (LGPS) Regulations.

a) General

The Fund is governed by the Superannuation Act 1972. The Fund is administered in accordance with the following secondary legislation:

- the LGPS (Benefits, Membership and Contributions) Regulations 2007 (as amended)
- the LGPS (Administration) Regulations 2008 (as amended)
- the LGPS (Management and Investment of Funds) Regulations 2009.

It is a contributory defined pension scheme administered by Brent Council to provide pensions and other benefits for pensionable employees of Brent Council and a range of other scheduled and admitted bodies within the borough area. Teachers, police officers and firefighters are not included as they come within other national pension schemes.

The Fund is overseen by the Brent Pension Fund Sub-Committee, which is a committee of Brent Council.

b) Membership

Membership of the LGPS is voluntary and employees are free to choose whether to join the scheme, remain in the scheme or make their own personal arrangements outside the scheme.

Organisations participating in the Brent Pension Fund include:

- Scheduled bodies whose staff are automatically entitled to be members of the Fund
- Admitted bodies which are other organisations that participate in the Fund under an admission agreement between the Fund and the relevant organisation. Admitted bodies include voluntary, charitable and similar bodies or private contractors undertaking a local authority function following outsourcing to the private sector.

There were 34 employer organisations with active members within the Brent Pension Fund at 31 March 2015, listed below:

Scheduled bodies

London Borough of Brent
Alperton High School
ARK Academy
ARK Franklin Academy
ARK Elvin Academy
Brent Housing Partnership
Capital City Academy
Claremont High School
College of North West London
Convent of Jesus & Mary Language College
Crest Academy
Gladstone Park
Islamia Primary School
Kingsbury High School
Michaela Community School
North West London Jewish day School
Preston Manor High School
Queens Park Community School
Sudbury Primary School
Wembley High Technology College
Woodfield School

Admitted bodies

Brent MENCAP
Capita Business Services Limited
Civica
Europa Facility Services Limited
National Autistic Society
Local Employment Access Project (LEAP)
Sudbury Neighbourhood Centre
Wetton Cleaning Services (Estate Cleaning & North Grounds Maintenance)
Wetton Cleaning Services (South Grounds Maintenance)
Thames Reach
Conway Aecom Limited
Sanctuary Housing
Veolia
Xerox (UK) Limited

Brent Pension Fund	31 March 2014	31 March 2015
Number of employers with active members	30	34
Number of employees in scheme		
Brent Council	3,970	4,179
Other employers	1,398	1,724
Total	5,368	5,903
Number of pensioners		
Brent Council	5,275	5,311
Other employers	720	761
Total	5,995	6,072
Deferred pensioners		
Brent Council	6,392	6,501
Other employers	1,073	1,127
Total	7,465	7,628

c) Funding

Benefits are funded by contributions and investment earnings. Contributions are made by active members of the Fund in accordance with the LGPS (Benefits, Membership and Contributions) Regulations 2007 and range from 5.5% to 7.5% of pensionable pay for the financial year ending 31 March 2015. Employee contributions are matched by employers' contributions which are set based on triennial actuarial funding valuations. The last such valuation was at 31 March 2013. During 2014/15, the most commonly applied employer contribution rate within the Brent Pension Fund was 28.4% of pensionable pay.

d) Benefits

Pension benefits under the LGPS are based on final pensionable pay and length of pensionable service, summarised below:

	Service pre 1 April 2008	Service post 31 March 2008
Pension	Each year worked is worth 1/80 x final pensionable salary.	Each year worked is worth 1/60 x final pensionable salary.
Lump sum	Automatic lump sum of 3 x salary. In addition, part of the annual pension can be exchanged for a one-off tax-free cash payment. A lump sum of £12 is paid for each £1 of pension given up.	No automatic lump sum. Part of the annual pension can be exchanged for a one-off tax-free cash payment. A lump sum of £12 is paid for each £1 of pension given up.

There are a range of other benefits provided under the scheme including early retirement, disability pensions and death benefits. For more details, please refer to the Brent Pension Fund's website: <https://www.mylgpspension.co.uk/>

Benefits are index-linked in order to keep pace with inflation. In June 2010, the Government announced that the method of indexation would change from the Retail Prices Index (RPI) to the Consumer Prices Index (CPI). This change took effect from 1 April 2011.

LGPS 2014

A reformed Local Government Pension Scheme (LGPS) will be introduced from April 2014. The main elements of the new scheme are:

- a pension scheme design based on career average;
- 1/49th accrual rate with revaluation of active members' benefits based on Consumer Prices Index (CPI);
- scheme normal pension age to be equal to the state pension age for both active members and deferred members;
- the earliest point at which retirement benefits can be taken is age 55;
- contributions based on actual pay (including part time employees) with an average member contribution yield of 6.5%, as now, with tiered contributions. Higher earners paying a higher proportion of their earnings in contributions than lower earning colleagues;
- a low cost option allowing members to pay 50% contributions for half the main benefits;
- all accrued rights are protected and benefits built up to April 2014 will be linked to final salary when members leave the scheme;
- vesting period when members can get a refund on their contributions if they leave the scheme will be increased from three months to two years.

2. Basis of preparation

The Statement of Accounts summarises the Fund's transactions for the 2014/15 financial year and its position at year-end as at 31 March 2015. The accounts have been prepared in accordance with the *Code of Practice on Local Authority Accounting in the United Kingdom 2014/15* which is based upon International Financial Reporting Standards (IFRS), as amended for the UK public sector.

The accounts summarise the transactions of the Fund and report on the net assets available to pay pension benefits. The accounts do not take account of obligations to pay pensions and benefits which fall due after the end of the financial year. The actuarial present value of promised retirement benefits, valued on an International Accounting Standard (IAS) 19 basis, is disclosed at Note 19 of these accounts.

3. Summary of significant accounting policies

Fund Account – revenue recognition

a) Contribution income

Normal contributions, both from the members and from the employer, are accounted for on an accruals basis at the percentage rate recommended by the Fund actuary in the payroll period to which they relate.

Employers' augmentation contributions and pensions strain contributions are accounted for in the period in which the liability arises. Any amount due in year but unpaid will be classed as a current financial asset. Amounts not due until future years are classed as long-term financial assets.

b) Transfers to and from other schemes

Transfer values represent the amounts received and paid during the year for members who have either joined or left the Fund during the financial year and are calculated in accordance with the Local Government Pension Scheme Regulations (see Notes 8 and 10).

Individual transfers in/out are accounted for when received/paid, which is normally when the member liability is accepted or discharged.

Transfers in from members wishing to use the proceeds of their Additional Voluntary Contributions (see section n below) to purchase scheme benefits are accounted for on a receipts basis and are included in Transfers In (see Note 8).

Bulk (group) transfers are accounted for on an accruals basis in accordance with the terms of the transfer agreement.

c) Investment income

i) Interest income

Interest income is recognised in the Fund Account as it accrues, using the effective interest rate of the financial instrument as at the date of acquisition or origination. Income includes the amortisation of any discount or premium, transaction costs or other differences between the initial carrying amount of the instrument and its amount at maturity calculated on an effective interest rate basis.

ii) Dividend income

Dividend income is recognised on the date the shares are quoted ex-dividend. Any amount not received by the end of the reporting period is disclosed in the Net Assets Statement as a current financial asset.

iii) Distributions from pooled funds

Distributions from pooled funds are recognised at the date of issue. Any amount not received by the end of the reporting period is disclosed in the Net Assets Statement as a current financial asset.

iv) Movement in the net market value of investments

Changes in the net market value of investments are recognised as income and comprise all realised and unrealised profits/losses during the year.

Fund Account – expense items

d) Benefits payable

Pensions and lump-sum benefits payable include all amounts known to be due as at the end of the financial year. Any amounts due but unpaid are disclosed in the Net Assets Statement as current liabilities.

e) Taxation

The Fund is a registered public service scheme under section 1(1) of Schedule 36 of the Finance Act 2004 and as such is exempt from UK income tax on interest received and from capital gains tax on the proceeds of investments sold. Income from overseas investments suffers withholding tax in the country of origin, unless exemption is permitted. Irrecoverable tax is accounted for as a Fund expense as it arises.

f) Administration expenses

All administration expenses are accounted for on an accruals basis. All staff costs of the pension administration team are charged direct to the Fund. Management, accommodation and other overheads are apportioned to the Fund in accordance with Council policy.

g) Investment management expenses

All investment management expenses are accounted for on an accruals basis.

Fees of the external investment managers are agreed in the respective mandates governing their appointments. Broadly, these are based on the market value of the investments under their management and therefore increase or reduce as the value of these investments change.

The cost of obtaining investment advice from external consultants is included in investment management charges.

Net Assets Statement

h) Financial assets

Financial assets are included in the Net Assets Statement on a fair value basis as at the reporting date. A financial asset is recognised in the Net Assets Statement on the date the Fund becomes party to the contractual acquisition of the asset. From this date, any gains or losses arising from changes in the fair value of the asset are recognised by the Fund.

The values of investments as shown in the Net Assets Statement have been determined as follows:

- i) **Market-quoted investments**
The value of an investment for which there is a readily available market price is determined by the bid market price ruling on the final day of the accounting period.
- ii) **Fixed interest securities**
Fixed interest securities are recorded at net market value based on their current yields.
- iii) **Unquoted investments**
The fair value of investments for which market quotations are not readily available is determined as follows:
 - Valuations of delisted securities are based on the last sale price prior to delisting, or where subject to liquidation, the amount the Fund expects to receive on wind-up, less estimated realisation costs.
 - Securities subject to takeover offer – the value of the consideration offered under the offer, less estimated realisation costs.
 - Directly held investments include investments in limited partnerships, shares in unlisted companies, trusts and bonds. Other unquoted securities typically include pooled investments in property, infrastructure, debt securities and private equity. The valuation of these pools or directly held securities is undertaken by the investment manager or responsible entity and advised as a unit or security price. The valuation standards followed in these valuations adhere to industry guidelines or to standards set by the constituent documents of the pool or the management agreement.
 - Investments in unquoted property and infrastructure pooled funds are valued at the net asset value or a single price advised by the fund manager.
 - Investments in private equity/infrastructure funds and unquoted listed partnerships are valued based on the Fund's share of the net assets in the private equity/infrastructure fund or limited partnership using the latest financial statements published by the respective fund managers in accordance with the guidelines set out by the British Venture Capital Association.
- iv) **Limited partnerships**
Fair value is based on the net asset value ascertained from periodic valuations provided by those controlling the partnership.
- v) **Pooled investment vehicles**
Pooled investment vehicles are valued at closing bid price if both bid and offer prices are published; or if single priced, at the closing single price. In the case of pooled investment vehicles that are accumulation funds, change in market value also includes income which is reinvested in the fund, net of applicable withholding tax.

i) Foreign currency transactions

Dividends, interest and purchases and sales of investments in foreign currencies have been accounted for at the spot market rates at the date of transaction. End-of-year spot market exchange rates are used to value cash balances held in foreign currency bank accounts, market values of overseas investments and purchases and sales outstanding at the end of the reporting period.

j) Derivatives

The Fund does not use derivative financial instruments to manage its exposure to specific risks arising from its investment activities in its own name. Neither does it hold derivatives for speculative purposes.

k) Cash and cash equivalents

Cash comprises cash in hand and demand deposits.

Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and that are subject to minimal risk of changes in value.

l) Financial liabilities

The Fund recognises financial liabilities at fair value as at the reporting date. A financial liability is recognised in the Net Assets Statement on the date the Fund becomes party to the liability. From this date, any gains or losses arising from changes in the fair value of the liability are recognised by the Fund.

m) Actuarial present value of promised retirement benefits

The actuarial present value of promised retirement benefits is assessed on a triennial basis by the scheme actuary in accordance with the requirements of IAS 19 and relevant actuarial standards.

As permitted under IAS 26, the Fund has opted to disclose the actuarial present value of promised retirement benefits by way of a note to the Net Assets Statement (Note 19).

n) Additional voluntary contributions

Brent Pension Fund provides an Additional Voluntary Contributions (AVC) scheme for its members, the assets of which are invested separately from those of the Pension Fund. The Fund has appointed Prudential as its AVC provider. AVCs are paid to the AVC provider by employers and are specifically for providing additional benefits for individual contributors. Each AVC contributor receives an annual statement showing the amount held in their account and the movements in the year.

AVCs are not included in the accounts in accordance with section 4(2)(b) of the Local Government Pension Scheme (Management and Investment of Funds) Regulations 2009 (SI 2009/3093) but are disclosed as a note only (Note 23).

4. Critical judgements in applying accounting policies

Unquoted private equity/infrastructure investments

It is important to recognise the highly subjective nature of determining the fair value of private equity investments. They are inherently based on forward-looking estimates and judgements involving many factors. Unquoted private equities and infrastructure investments are valued by the investment managers using guidelines set out by the British Venture Capital Association. The value of unquoted private equities and infrastructure investments at 31 March 2015 was £126m (£114m at 31 March 2014).

Pension fund liability

The pension fund liability is calculated every three years by the appointed actuary, with annual updates in the intervening years. The methodology used is in line with accepted guidelines and in accordance with IAS 19. Assumptions underpinning the valuations are agreed with the actuary and are summarised in Note 18. This estimate is subject to significant variances based on changes to the underlying assumptions.

5. Assumptions made about the future and other major sources of estimation uncertainty

The Statement of Accounts contains estimated figures that are based on assumptions made by the Council about the future or that are otherwise uncertain. Estimates are made taking into account historical experience, current trends and other relevant factors. However, because balances cannot be determined with certainty, actual results could be materially different from the assumptions and estimates.

The items in the Net Assets Statement at 31 March 2015 for which there is a significant risk of material adjustment in the forthcoming financial year are as follows:

Item	Uncertainties	Effect if actual results differ from assumptions
Actuarial present value of promised retirement benefits	Estimation of the net liability to pay pensions depends on a number of complex judgements relating to the discount rate used, the rate at which salaries are projected to increase, changes in retirement ages, mortality rates and expected returns on pension fund assets. A firm of consulting actuaries is engaged to provide the Fund with expert advice about the assumptions to be applied.	The effects on the net pension liability of changes in individual assumptions can be measured. For instance, a 0.5% increase in the discount rate assumption would result in a decrease in the pension liability of approximately £89m. A 0.25% increase in assumed earnings inflation would increase the value of liabilities by approximately £12m, and a one-year increase in assumed life expectancy would increase the liability by approximately £30m.
Private equity/infrastructure	Private equity/infrastructure investments are valued at fair value in accordance with British Venture Capital Association guidelines. These investments are not publicly listed and as such there is a degree of estimation involved in the valuation.	The total private equity/infrastructure investments in the financial statements are £116m. There is a risk that this investment may be under- or overstated in the accounts.

6. Events after the Balance Sheet date

There have been no events since 31 March 2015, and up to the date when these accounts were authorised that require any adjustments to these accounts.

7. Contributions receivable

By category

	2013/14 £'000	2014/15 £'000
Employers	36,569	37,028
Members	7,692	8,343
Total	44,261	45,371

By authority

	2013/14 £'000	2014/15 £'000
Scheduled bodies	42,946	43,648
Admitted bodies	1,315	1,723
Total	44,261	45,371

8. Transfers in from other pension funds

	2013/14 £'000	2014/15 £'000
Individual transfers	1,895	1,782
Total	1,895	1,782

9. Benefits payable

By category

	2013/14 £'000	2014/15 £'000
Pensions	29,273	30,674
Commutation and lump sum retirement benefits	5,447	5,409
Lump sum death benefits	449	309
Total	35,169	36,392

By authority

	2013/14 £'000	2014/15 £'000
Scheduled bodies	33,739	35,055
Admitted bodies	1,430	1,337
Total	35,169	36,392

10. Payments to and on account of leavers

	2013/14 £'000	2014/15 £'000
Payments to and on account of leavers	3,595	1,427
Total	3,595	1,427

11. Administration expenses

	2013/14 £'000	2014/15 £'000
Pension administration costs	824	663
External audit fees	16	28
Actuarial fees	68	23
Total	908	714

12. Investment income

	2013/14 £'000	2014/15 £'000
Fixed interest securities	27	0
Equity dividends	0	0
Pooled property investments	1,924	1,645
Interest on cash deposits	219	48
Private equity/infrastructure	222	404
Total	2,392	2,097

13. Taxes on income

	2013/14 £'000	2014/15 £'000
Withholding tax - equities	569	554
Total	569	554

14. Investment management expenses

	2013/14 £'000	2014/15 £'000
Management fees	5,892	6,861
Performance monitoring service	22	20
Other advisory fees	49	20
Total	5,963	6,901

The management fees disclosed above include all investment management fees directly incurred by the Fund including those charged on pooled fund investments.

2013/14 management fees have been amended to reflect the additional Management fees as per CIPFA recommendation.

15. Investments

	Market value 31 March 2014 £'000	Market value 31 March 2015 £'000
Investment assets		
Pooled investments	414,424	476,369
Pooled property investments	34,944	37,006
Private equity/infrastructure	112,715	126,112
Total investments	562,083	639,487

a) Reconciliation of movements in investments

	Market value 1 April 2014 £'000	Purchases during the year £'000	Sales during the year £'000	Change in market value during the year £'000	Market value 31 March 2015 £'000
Pooled investments	414,424	20,012	672	42,967	476,369
Pooled property investments	34,944	0	216	2,278	37,006
Private equity/infrastructure	112,715	17,215	31,246	27,428	126,112
Net investment assets	562,083	37,227	32,134	72,673	639,487
	Market value 1 April 2013 £'000	Purchases during the year £'000	Sales during the year £'000	Change in market value during the year £'000	Market value 31 March 2014 £'000
Pooled investments	405,064	15,027	26,578	20,995	414,424
Pooled property investments	33,320	0	983	2,607	34,944
Private equity/infrastructure	99,913	29,673	20,481	7,286	112,715
Net investment assets	538,297	44,700	48,042	30,888	562,083

Transaction costs are included in the cost of purchases and in sale proceeds. These include costs charged directly to the Fund, such as commissions, stamp duty and other fees.

Opening market values for 2014 have been amended to reflect the additional Management fees as per CIPFA recommendation.

b) Analysis of investments

	31 March 2014 £'000	31 March 2015 £'000
Fixed interest securities		
UK		
Public sector quoted	0	0
Corporate quoted	0	0
Overseas		
Public sector quoted	0	0
	0	0
Equities		
UK		
Quoted	0	0
	0	0
Pooled funds – additional analysis		
UK		
Fixed income unit trust	84,058	86,005
Unit trusts	111,992	116,646
Diversified growth funds	44,781	69,376
Overseas		
Unit trusts	173,593	204,342
	414,424	476,369
Pooled property investments	34,944	37,006
Private equity/infrastructure	112,715	126,112
	149,853	163,118
	562,083	639,487

Investments analysed by fund manager

	Market value 31 March 2014		Market value 31 March 2015	
	£'000	%	£'000	%
Legal & General	220,614	39.0	254,280	39.8
Henderson	112,417	19.9	113,334	17.7
Capital Dynamics	92,308	16.3	94,321	14.7
Yorkshire Fund Managers	1,090	0.2	798	0.1
Baillie Gifford	44,865	7.9	69,376	10.8
Aviva	34,944	6.2	37,006	5.9
Dimensional	37,941	6.7	40,708	6.4
Alinda	21,664	3.8	29,664	4.6
Total	565,843	100.0	639,487	100.0

All the above companies are registered in the United Kingdom.

Concentration of investments

During the year, no individual investment exceeded 5% of the total value of the Fund's net assets.

c) Stock lending

The Brent Pension Fund does not operate a Stock Lending programme.

16. Financial instruments

a) Classification of financial instruments

Accounting policies describe how different asset classes of financial instruments are measured, and how income and expenses, including fair value gains and losses, are recognised. The following table analyses the carrying amounts of financial assets and liabilities by category and net assets statement heading. No financial assets were reclassified during the accounting period.

31 March 2014			31 March 2015		
Fair value through profit and loss	Loans and receivables	Financial liabilities at amortised cost	Fair value through profit and loss	Loans and receivables	Financial liabilities at amortised cost
£000	£000	£000	£000	£000	£000
Financial assets					
414,424			476,369		
34,944			37,006		
112,715			126,112		
	18,265			17,080	
	1,158			1,489	
562,083	19,423	0	639,487	18,569	0
Financial Liabilities					
		(483)			(1,041)
562,083	19,423	(483)	639,487	18,569	0
Totals			Totals		

b) Net gains and losses on financial instruments

31 March 2014		31 March 2015
£'000		£'000
Financial assets		
30,888	Fair value through profit and loss	72,673
30,888	Total	72,673

c) Fair value of financial instruments and liabilities

The following table summarises the carrying values of the financial assets and financial liabilities by class of instrument compared with their fair values.

31 March 2014			31 March 2015	
Carrying value	Fair value		Carrying value	Fair value
£'000	£'000		£'000	£'000
Financial assets				
562,083	562,083	Fair value through profit and loss	639,487	639,487
19,423	19,423	Loans and receivables	18,604	18,604
581,506	581,506	Total financial assets	658,091	658,091
Financial liabilities				
(483)	(483)	Financial liabilities at amortised cost	(1,041)	(1,041)
(483)	(483)	Total financial liabilities	(1,041)	(1,041)

The authority has not entered into any financial guarantees that are required to be accounted for as financial instruments.

d) Valuation of financial instruments carried at fair value

The valuation of financial instruments had been classified into three levels, according to the quality and reliability of information used to determine fair values.

Level 1

Financial instruments at Level 1 are those where the fair values are derived from unadjusted quoted prices in active markets for identical assets or liabilities. Products classified as Level 1 comprise quoted equities, quoted fixed securities, quoted index linked securities and unit trusts.

Listed investments are shown at bid prices. The bid value of the investment is based on the bid market quotation of the relevant stock exchange.

Level 2

Financial instruments at Level 2 are those where quoted market prices are not available; for example, where an instrument is traded in a market that is not considered to be active, or where valuation techniques are used to determine fair value and where these techniques use inputs that are based significantly on observable market data.

Level 3

Financial instruments at Level 3 are those where at least one input that could have a significant effect on the instrument's valuation is not based on observable market data.

Such instruments would include unquoted equity investments and fund of hedge funds, which are valued using various valuation techniques that require significant judgement in determining appropriate assumptions.

The values of the investment in private equity are based on valuations provided by the general partners to the private equity funds in which Brent Pension Fund has invested.

These valuations are prepared in accordance with the International Private Equity and Venture Capital Valuation Guidelines, which follow the valuation principles of IFRS and US GAAP. Valuations are usually undertaken annually at the end of December. Cash flow adjustments are used to roll forward the valuations to 31 March as appropriate.

The values of the investment in hedge funds are based on the net asset value provided by the fund manager. Assurances over the valuation are gained from the independent audit of the value.

DRAFT

The following table provides an analysis of the financial assets and liabilities of the pension fund grouped into Levels 1 to 3, based on the level at which the fair value is observable.

	Quoted market price	Using observable inputs	With significant unobservable inputs	Total
Values at 31 March 2015	Level 1 £'000	Level 2 £'000	Level 3 £'000	£'000
Financial assets				
Financial assets at fair value through profit and loss	564,361		75,126	639,487
Loans and receivables	18,604			18,604
Total financial assets	469,967	0	75,128	658,091
Financial liabilities				
Financial liabilities at amortised cost	(1,041)			(1,041)
Total financial liabilities	(1,041)	0	0	(1,041)
Net financial assets	581,924	0	75,126	657,050

	Quoted market price	Using observable inputs	With significant unobservable inputs	Total
Values at 31 March 2014	Level 1 £'000	Level 2 £'000	Level 3 £'000	£'000
Financial assets				
Financial assets at fair value through profit and loss	449,368		112,715	562,083
Loans and receivables	19,515			19,515
Total financial assets	468,883	0	112,715	581,598
Financial liabilities				
Financial liabilities at amortised cost	(483)			(483)
Total financial liabilities	(483)	0	0	(483)
Net financial assets	468,400	0	112,715	581,115

17. Nature and extent of risks arising from financial instruments

Risk and risk management

The Fund's primary long-term risk is that the Fund's assets will fall short of its liabilities (i.e., promised benefits payable to members). Therefore the aim of investment risk management is to minimise the risk of an overall reduction in the value of the Fund and to maximise the opportunity for gains across the whole Fund portfolio. The Fund achieves this through asset diversification to reduce exposure to market risk (price risk, currency risk, and interest rate risk) and credit risk to an acceptable level. In addition, the Fund manages its liquidity risk to ensure there is sufficient liquidity to meet the Fund's forecast cash flows. The Pension Fund manages these investment risks as part of its overall pension fund risk management programme.

Responsibility for the Fund's risk management strategy rests with the Pension Fund Sub-Committee. Risk management policies are established to identify and analyse the risks faced by the Pension Fund's operations. Policies are reviewed regularly to reflect changes in activity and in market conditions.

2) Market risk

Market risk is the risk of loss from fluctuations in equity and commodity prices, interest and foreign exchange rates and credit spreads. The Fund is exposed to market risk from its investment activities, particularly through its equity holdings. The level of risk exposure depends on market conditions, expectations of future price and yield movements and the asset mix.

The objective of the Fund's risk management strategy is to identify, manage and control market risk exposure within acceptable parameters, whilst optimising the return on risk.

In general, excessive volatility in market risk is managed through the diversification of the portfolio in terms of geographical and industry sectors and individual securities. To mitigate market risk, the Pension Fund and its investment advisers undertake appropriate monitoring of market conditions and benchmark analysis.

The Fund manages these risks in two ways:

- the exposure of the Fund to market risk is monitored through a factor risk analysis, to ensure that risk remains within tolerable levels
- specific risk exposure is limited by applying risk-weighted maximum exposures to individual investments.

Equity futures contracts and exchange traded option contracts on individual securities may also be used to manage market risk on equity investments. It is possible for over-the-counter equity derivative contracts to be used in exceptional circumstances to manage specific aspects of market risk.

Other price risk

Other price risk represents the risk that the value of a financial instrument will fluctuate as a result of changes in market prices (other than those arising from interest rate risk or foreign exchange risk), whether those changes are caused by factors specific to the individual instrument or its issuer or factors affecting all such instruments in the market.

The Fund is exposed to share and derivative price risk. This arises from investments held by the Fund for which the future price is uncertain. All securities investments present a risk of loss of capital. Except for shares sold short, the maximum risk resulting from financial instruments is determined by the fair value of the financial instruments. Possible losses from shares sold short are unlimited.

The Fund's investment managers mitigate this price risk through diversification and the selection of securities and other financial instruments is monitored by the Pension Fund to ensure it is within limits specified in the Fund investment strategy.

Other price risk – sensitivity analysis

Following analysis of historical data and expected investment return movement during the financial year, in consultation with WM Company plc, the Pension Fund has determined that the following movements in market price risk are reasonably possible for the 2015/16 reporting period:

Asset type	Potential market movements (+/-)
Fixed interest	1.9%
UK equities	9.5%
Overseas equities	9.1%
Property	2.6%
Alternative investments	4.5%
Cash	0.0%

The potential price changes disclosed above are broadly consistent with a one standard deviation movement in the value of the assets. The sensitivities are consistent with the assumptions contained in the investment advisers' most recent review. This analysis assumes that all other variables, in particular foreign currency exchange rates and interest rates, remain the same.

Had the market price of the Fund investments increased/decreased in line with the above, the change in the net assets available to pay benefits in the market price would have been as follows (the prior year comparator is shown below):

Asset type	Value at 31 March 2015	Percentage change	Value on increase	Value on decrease
	£'000	%	£'000	£'000
Cash and cash equivalents	17,080	0.0	17,080	17,080
Investment portfolio assets:				
Fixed interest	86,005	1.9	87,699	84,311
UK equities	116,646	9.5	127,727	105,565
Overseas equities	204,342	9.1	222,917	185,797
Property	37,006	2.6	37,964	36,048
Alternative investments	195,488	4.4	204,426	186,730
Total	656,567		697,634	615,500

Asset type	Value at 31 March 2014	Percentage change	Value on increase	Value on decrease
	£'000	%	£'000	£'000
Cash and cash equivalents	18,265	0.0	18,265	18,265
Investment portfolio assets:				
Fixed interest	84,058	2.1	85,823	82,293
UK equities	111,992	11.4	124,759	99,225
Overseas equities	173,593	12.4	195,119	152,067
Property	34,944	2.3	35,748	34,140
Alternative investments	157,496	6.1	167,103	147,889
Total	580,348		626,817	533,879

Interest rate risk

The Fund invests in financial assets for the primary purpose of obtaining a return on investments. These investments are subject to interest rate risks, which represent the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The Fund's interest rate risk is routinely monitored by the Pension Fund in accordance with the Fund's risk management strategy, including monitoring the exposure to interest rates and assessment of actual interest rates against the relevant benchmarks.

The Fund's direct exposure to interest rate movements as at 31 March 2014 and 31 March 2015 is set out below. These disclosures present interest rate risk based on the underlying financial assets at fair value:

	31 March 2014 £'000	31 March 2015 £'000
Cash balances	18,265	17,080
Fixed interest securities	84,058	86,005
Total	102,323	103,085

Interest rate risk sensitivity analysis

The Pension Fund recognises that interest rates can vary and can affect both income to the Fund and the value of the net assets available to pay benefits. A 100 basis point (BPS) movement in interest rates is consistent with the level of sensitivity applied as part of the Fund's risk management strategy. Experience suggests that long-term average rates are expected to move less than 100 basis points from one year to the next.

The analysis that follows assumes that all other variables, in particular exchange rates, remain constant, and shows the effect in the year on the net assets available to pay benefits of a +/- 100 BPS change in interest rates:

Asset type	Carrying amount as at 31 March 2015 £'000	Change in year in the net assets available to pay benefits	
		+100 BPS £'000	-100 BPS £'000
Cash balances	17,080	170	(170)
Fixed interest securities	86,005	860	(860)
Total change in assets available	103,085	1,030	(1,030)
Asset type	Carrying amount as at 31 March 2014 £'000	Change in year in the net assets available to pay benefits	
		+100 BPS £'000	-100 BPS £'000
Cash balances	18,265	183	(183)
Fixed interest securities	84,058	840	(840)
Total change in assets available	102,323	1,023	(1,023)

Currency risk

Currency risk represents the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Fund is exposed to currency risk on financial instruments that are denominated in any currency other than the functional currency of the Fund (£UK). The Fund holds both monetary and non-monetary assets denominated in currencies other than £UK.

The Fund's currency rate risk is routinely monitored by the Pension Fund in accordance with the Fund's risk management strategy, including monitoring the range of exposure to currency fluctuations.

The following table summarises the Fund's currency exposure as at 31 March 2015 and as at the previous period end:

Currency exposure – asset type	Asset value at 31 March 2014 £'000	Asset value at 31 March 2015 £'000
Overseas unit trusts	173,593	204,342
Overseas pooled property investments	5,022	3,424
Overseas private equity/infrastructure	112,715	126,112
Total overseas assets	291,330	333,878

Currency risk – sensitivity analysis

Following analysis of historical data in consultation with WM Company plc, the Pension Fund considers the likely volatility associated with foreign exchange rate movements to be 8%.

This analysis assumes that all other variables, in particular interest rates, remain constant.

An 8% strengthening/weakening of the pound against the various currencies in which the Fund holds investments would increase/decrease the net assets available to pay benefits as follows:

	Asset value as at 31 March	Change to net assets available to pay	
	2015	+8%	-8%
	£'000	£'000	£'000
Overseas unit trusts	204,342	220,689	187,995
Overseas pooled property investments	3,424	3,698	3,150
Overseas private equity/infrastructure	126,112	136,516	116,023
Total change in assets available	333,878	360,588	307,168

	Asset value as at 31 March	Change to net assets available to pay	
	2014	+8%	-8%
	£'000	£'000	£'000
Overseas unit trusts	173,593	187,480	159,706
Overseas pooled property investments	5,022	5,424	4,620
Overseas private equity/infrastructure	112,715	121,732	103,698
Total change in assets available	291,330	314,636	268,024

b) Credit risk

Credit risk represents the risk that the counterparty to a transaction or a financial instrument will fail to discharge an obligation and cause the Fund to incur a financial loss. The market values of investments generally reflect an assessment of credit in their pricing and consequently the risk of loss is implicitly provided for in the carrying value of the Fund's financial assets and liabilities.

In essence, the Fund's entire investment portfolio is exposed to some form of credit risk. However, the selection of high quality counterparties, brokers and financial institutions minimises credit risk that may occur through the failure to settle a transaction in a timely manner.

The Pension Fund's cash balance is held in an interest bearing instant access deposit account with NatWest plc, which is rated independently and meets Brent Council's credit criteria. Given the relatively low level of cash held by the Pension Fund at any one time, it is not considered necessary to place deposits with other banks and financial institutions to provide diversification.

The Pension Fund believes it has managed its exposure to credit risk, and has had no experience of default or uncollectable deposits over the past five financial years. The Fund's cash holding under its treasury management arrangements at 31 March 2015 was £18.265m (31 March 2014: £17.080m). This was held with the following institutions:

	Rating	Balances as at 31 March 2014 £'000	Balances as at 31 March 2015 £'000
Bank deposit accounts			
NatWest	A-	18,265	17,080
Total		18,265	17,080

c) Liquidity risk

Liquidity risk represents the risk that the Fund will not be able to meet its financial obligations as they fall due. The Pension Fund therefore takes steps to ensure that it has adequate cash resources to meet its pensioner payroll costs and investment commitments.

The Pension Fund has immediate access to its cash holdings.

The Fund defines liquid assets as assets that can be converted to cash within three months. Illiquid assets are those assets which will take longer than three months to convert into cash. At 31 March 2015 the value of illiquid assets was £163.1m, which represented 26% (31 March 2014: £147.6m which represented 27%) of the total fund assets.

Periodic cash flow forecasts are prepared to understand and manage the timing of the Fund's cash flows. The appropriate strategic level of cash balances to be held forms part of the Fund investment strategy.

All financial liabilities at 31 March 2015 are due within one year.

Refinancing risk

The key risk is that the Pension Fund will be bound to replenish a significant proportion of its financial instruments at a time of unfavourable interest rates. However, the Pension Fund does not have any financial instruments that have a refinancing risk as part of its treasury management and investment strategies.

18. Funding arrangements

In line with the LGPS (Administration) Regulations 2008, the Fund's actuary undertakes a funding valuation every three years for the purpose of setting employer contribution rates for the forthcoming triennial period. The last such valuation took place as at 31 March 2013.

The key elements of the funding policy are:

- to ensure the long-term solvency of the Fund, i.e., that sufficient funds are available to meet all pension liabilities as they fall due for payment
- to ensure that employer contribution rates are as stable as possible
- to minimise the long-term cost of the Scheme by recognising the link between assets and liabilities and adopting an investment strategy that balances risk and return
- to reflect the different characteristics of employing bodies in determining contribution rates where the administering authority considers it reasonable to do so
- to use reasonable measures to reduce the risk to other employers and ultimately to the council tax payer from an employer defaulting on its pension obligations.

The aim is to achieve 100% solvency over a period of 22 years from 1 April 2013, and to provide stability in employer contribution rates by spreading any increases in rates over a period of time. Solvency is achieved when the funds held, plus future expected investment returns and future contributions are sufficient to meet expected future pension benefits payable.

At the 2013 actuarial valuation, the Fund was assessed as 56% funded (61% at the March 2010 valuation). This corresponded to a deficit of £442m (2010 valuation: £294m) at that time.

Contribution increases were phased in over the three-year period ending 31 March 2017 for both Scheme employers and admitted bodies. The most commonly applied employer contribution rate within the Brent Pension Fund is:

Year	Employers' contribution rate
2014/15	28.4%
2015/16	29.4%
2016/17	30.0%

Individual employers' rates will vary from the common contribution rate depending on the demographic and actuarial factors particular to each employer. Full details of the contribution rates payable can be found in the 2013 actuarial valuation report and the funding strategy statement on the Fund's website.

The valuation of the Fund has been undertaken using the projected unit method under which the salary increase for each member is assumed to increase until they leave active service by death, retirement or withdrawal from service. The principal assumptions were:

The main actuarial assumptions used for the March 2013 actuarial valuation were as follows:

Discount rate	4.6% p.a.
Price inflation	3.3% p.a.
Pay increases	4.1% p.a.
Pension increases	2.5% p.a.

Mortality assumptions

Future life expectancy based on the Actuary's fund-specific mortality review was:

Mortality assumption at age 65	Male	Female
Current pensioners	22.0 years	24.3 years

Commutation assumption

It is assumed that 50% of future retirements will elect to exchange pension for additional tax free cash up to HMRC limits for service to 1 April 2008 and 75% for service from 1 April 2008.

19. Actuarial present value of promised retirement benefits

In addition to the triennial funding valuation, the Fund's Actuary also undertakes a valuation of the pension fund liabilities, on an IAS 19 basis, every year using the same base data as the funding valuation rolled forward to the current financial year, taking account of changes in membership numbers and updating assumptions to the current year.

In order to assess the value of the benefits on this basis, the Actuary has updated the actuarial assumptions (set out below) from those used for funding purposes (see Note 18). The Actuary has also used valued ill health and death benefits in line with IAS 19.

The actuarial present value of promised retirement benefits at 31 March 2015 was £m (31 March 2014: £1,168m). The Fund Accounts do not take account of liabilities to pay pensions and other benefits in the future.

The liabilities above are calculated on an IAS 19 basis and therefore differ from the results of the 2013 triennial funding valuation because IAS 19 stipulates a discount rate rather than a rate which reflects market rates.

Financial assumptions

Inflation/pensions increase rate	2.8%
Salary increase rate	4.4%
Discount rate	4.3%

Longevity assumption

The average future life expectancies at age 65 are summarised below:

	Males	Females
Current pensioners	22.0 years	24.3 years
Future pensioners*	24.4 years	26.8 years

* Future pensioners are assumed to be currently aged 45

Commutation assumption

An allowance is included for future retirements to elect to take 50% of the maximum additional tax-free cash up to HMRC limits for pre-April 2008 service and 75% of the maximum tax-free cash for post-April 2008 service.

20. Current assets

	31 March 2014 £'000	31 March 2015 £'000
Debtors:		
- Contributions due – employees	188	249
- Contributions due – employers	812	1,140
- Sundry debtors	92	35
Cash balances	18,265	17,080
Total	19,357	18,504

Analysis of debtors

	31 March 2014 £'000	31 March 2015 £'000
Central government bodies	0	0
Other local authorities	999	1,388
Other entities and individuals	93	1
Total	1,092	1,389

21. Long Term assets

	31 March 2014 £'000	31 March 2015 £'000
Long term assets	158	100
Total	158	100

Long term assets comprises of contributions due from employers, repayable later than a year of the Balance Sheet date.

22. Current liabilities

	31 March 2014 £'000	31 March 2015 £'000
Sundry creditors	483	1,041
Total	483	1,041

Analysis of creditors

	31 March 2014 £'000	31 March 2015 £'000
Central government bodies	3	12
Other entities and individuals	480	1,029
Total	483	1,041

23. Additional voluntary contributions

	Market value 31 March 2014 £'000	Market value 31 March 2015 £'000
Clerical Medical	1,145	1,303
Equitable Life	169	170
Total	1,314	1,473

AVC contributions of £26,296 were paid to Clerical Medical during the year (2013/14: £38,000). The Pension Fund's former provider, Equitable Life, no longer accepts AVC contributions from Scheme members.

For information, Prudential has since replaced Clerical Medical as the Fund's AVC provider with effect from 1 April 2014.

24. Related party transactions

Brent Council

The Brent Pension Fund is administered by Brent Council. Consequently there is a strong relationship between the Council and the Pension Fund.

The Council incurred costs of £0.732m (2013/14: £0. 880m) in relation to the administration of the Fund and was subsequently reimbursed by the Fund for these expenses. The Council is also the single largest employer of members of the Pension Fund and contributed £31.467m to the Fund in 2014/15 (2013/14: £30.663m). All monies owing to and due from the Fund were paid in year.

Governance

There are no members of the Pension Fund Sub-Committee who are either in receipt of pension benefits from or active members of the Brent Pension Fund.

Each member of the Pension Fund Sub-Committee is required to declare their interests at each meeting.

Key management personnel

Paragraph of the *Code of Practice on Local Authority Accounting in the United Kingdom 2014/15* (the Code) exempts local authorities from the key management personnel disclosure requirements of IAS 24, on the basis that the disclosure requirements for officer remuneration and members' allowances detailed in section 3.4 of the Code (which are derived from the requirements of Regulation 7(2)-(4) of the Accounts and Audit (England) Regulations 2011) satisfy the key management personnel disclosure requirements of paragraph 16 of IAS 24. This applies in equal measure to the accounts of the Brent Pension Fund.

The disclosures required by Regulation 7(2)-(4) of the Accounts and Audit (England) Regulations can be found in the main accounts of Brent Council.

25. Contingent liabilities

The Fund had no contingent liabilities at 31 March 2015.

26. Contractual commitments

Outstanding capital commitments (investments) at 31 March 2015 totalled £30.5m (31 March 2014: £41.5m).

	31 March 2014 £'000	31 March 2015 £'000
Capital Dynamics	38,061	28,001
Alinda	3,416	2,517
Yorkshire Fund Managers	60	0
Total	41,537	30,518

These commitments relate to outstanding call payments due on unquoted limited partnership funds held in the private equity and infrastructure parts of the portfolio. The amounts 'called' by these funds are irregular in both size and timing over a period of between four and six years from the date of each original commitment.

27. Contingent assets

Seven non-associated admitted body employers in the Brent Pension Fund hold insurance bonds to guard against the possibility of being unable to meet their pension obligations. These bonds are drawn in favour of the Pension Fund and payment will only be triggered in the event of employer default.

	31 March 2014 £'000	31 March 2015 £'000
Wettons (Estate Cleaning & North Grounds Maintenance)	158	0
Wettons (South Grounds Maintenance)	145	0
Europa	136	136
Capita Business Services Limited	123	123
Conway Aecom	111	111
Xerox (UK) Limited	29	29
Sanctuary	0	8
ThamesReach	5	5
Total	709	412

28. Impairment losses

The Fund had no impairment losses at 31 March 2015.

Statement of Responsibilities

The Fund's responsibilities

The Fund is required to:

- make arrangements for the proper administration of its financial affairs and to make one of its officers responsible for the administration of those affairs. At Brent Council, the Chief Finance Officer fulfils that responsibility.
- manage its affairs so as to use resources economically, efficiently and effectively, and safeguard its assets
- approve the Brent Pension Fund's statement of accounts.

CHIEF FINANCE OFFICER'S RESPONSIBILITIES

The Chief Finance Officer is responsible for preparing the Brent Pension Fund's statement of accounts in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the UK 2013/14 ('the Code of Practice').

In preparing this statement of accounts, the Chief Finance Officer has:

- selected suitable accounting policies and applied them consistently
- made judgements and estimates that were reasonable and prudent
- complied with the Code of Practice.

The Chief Finance Officer has also:

- kept proper accounting records, which are up to date
- taken reasonable steps to prevent fraud and other irregularities.

Chief Finance Officer's statement

I certify that the statement of accounts as set out on pages 89 to 122 presents a true and fair view of the financial position of the Brent Pension Fund as at the accounting date and its income and expenditure for the year ended 31 March 2015.

Conrad Hall CPFA
Chief Finance Officer

Glossary

ACCRUALS

Amounts charged to the accounts for goods and services received during the year for which payments have not been made.

CAPITAL EXPENDITURE

Expenditure on the acquisition of assets to be of value to the Council beyond the end of the financial year, e.g. purchase of land and buildings, construction of roads etc or revenue expenditure which the Government may exceptionally permit the Council to capitalise e.g. redundancy payments.

CAPITAL RECEIPTS

Money received from the sale of land, buildings and plant. A prescribed portion of receipts received for HRA dwellings must be “pooled” and paid to central government.

COMMUNITY ASSETS

A classification of fixed assets that the Council intends to hold in perpetuity that may have restrictions on their disposal. Examples of such assets are parks, historic buildings and works of art.

CONSISTENCY

The principle that the accounting treatment of like items should be treated the same from one period to the next.

CORPORATE AND DEMOCRATIC CORE

This comprises all activities which local authorities engage in specifically because they are elected multi-purpose authorities. The cost of these activities are thus over and above those which would be incurred by a single purpose body managing the same service. There is no logical basis for apportioning these costs to services. It comprises of Democratic Representation and Management and Corporate Management.

COLLECTION FUND ADJUSTMENT ACCOUNT

The Collection Fund Adjustment Account manages the differences arising from the recognition of council tax and non-domestic rates income in the Comprehensive Income and Expenditure Statement as it falls due from council tax payers and business rates payers compared with the statutory arrangements for paying across amounts to the General Fund from the Collection Fund.

CREDITORS

Amounts owed by the Council at 31 March for goods received or services rendered but not yet paid for.

DEBTORS

Amounts owed to the Council which are collectable or outstanding at 31 March.

GLOSSARY (Continued)

FINANCE LEASE

A lease that transfers substantially all of the risks and rewards of ownership of an asset to the lessee (the Council) and at the end of the lease term substantially all the asset value and interest payments have been made.

FIXED ASSETS

Tangible assets that yield benefits to the Council and the services it provides for a period of more than one year.

GOING CONCERN

The concept that the Council will remain in operational existence for the foreseeable future, in particular that the revenue accounts and balance sheet assume no intention to curtail significantly the scale of operations.

GOVERNMENT GRANTS - SPECIFIC

Assistance by Government and inter-government agencies and similar bodies, whether local, national or international, in the form of cash or transfers of assets to the Council in return for past or future compliance with certain conditions relating to the activities of the Council.

INFRASTRUCTURE ASSETS

A classification of fixed assets, whose life is of indefinite length and which are not usually capable of being sold, e.g. highways, street lighting and footpaths.

LONG TERM INVESTMENTS

A long-term investment is an investment that is intended to be held for use on a continuing basis in the activities of the Council. Investments should be so classified only where an intention to hold the investment for the long term can clearly be demonstrated or where there are restrictions as to the investor's ability to dispose of the investment. Investments which do not meet the above criteria should be classified as current assets.

LEVIES

These are payments to London-wide bodies whose costs are borne by local authorities in the area concerned.

LONG-TERM CONTRACTS

A contract entered into for the design, manufacture or construction of a single substantial asset or the provision of a service (or a combination of assets or services which together constitute a single project), where the time taken substantially to complete the contract is such that the contract activity falls into different accounting periods. Some contracts with a shorter duration than one year should be accounted for as long-term contracts if they are sufficiently material to the activity of the period.

GLOSSARY (Continued)

MINIMUM REVENUE PROVISION

The minimum amount the Council must charge to the revenue accounts each year to repay loans as defined by Government regulation.

NATIONAL NON DOMESTIC RATE (NNDR)

A flat rate in the pound set by the Central Government and levied on all non-residential premises according to their rateable value collected by the Council.

OPERATING LEASES

The lessor is paid rental for the hire of an asset for a period, which is substantially less than the useful economic life of an asset. The lessor is taking a risk on the residual value at the end of the lease.

OPERATIONAL ASSETS/NON OPERATIONAL ASSETS

- Fixed assets held and occupied, used or consumed by the Council in the direct delivery of services for which it has either a statutory or discretionary responsibility.
- Non-operational assets, not directly occupied or surplus to requirements pending sale or development.

PRECEPTS

A charge made by another authority on the Council to finance its net expenditure. This Council has a charge on the collection fund by the Greater London Authority.

PRIOR YEAR ADJUSTMENTS

Those material adjustments applicable to prior years arising from changes in accounting policies or from the correction of fundamental errors. They do not include normal recurring corrections or adjustments of accounting estimates made in prior years.

PRUDENCE

The concept that revenue is not anticipated but is recognised only when realised in the form either of cash or of other assets the ultimate cash realisation of which can be assessed with reasonable certainty.

REVALUATION RESERVE

The Revaluation Reserve contains the gains made by the Authority arising from increases in the value of its Property, Plant and Equipment.

REVENUE SUPPORT GRANT

A general grant paid to local councils from national taxation.

ABBREVIATIONS

ALMO	Arms Length Management Organisation
AVC	Additional Voluntary Contribution
BHP	Brent Housing Partnership
CIL	Community Infrastructure Levy
CIPFA	Chartered Institute of Public Finance and Accountancy / Code of Practice on Local Authority Accounting in the United Kingdom
DCLG	Department for Communities and Local Government
CIES	Comprehensive Income and Expenditure Statement
DfE	Department for Education
FTE	Full Time Equivalent
GAAP	Generally Accepted Accounting Principles./ Practice
GF	General Fund
GLA	Greater London Authority
HRA	Housing Revenue Account
IAS	International Accounting Standards
IFRS	International Financial Reporting Standards
IPSAS	International Public Sector Accounting Standards
LASAAC	Local Authority (Scotland) Accounts Advisory Committee
LGPS	Local Government Pension Scheme
MRA	Major Repairs Allowance
MRP	Minimum Revenue Provision
NNDR	National Non Domestic Rates (also called Business Rates)
PFI	Private Finance Initiative
PWLB	Public Works Loans Board