



Scrutiny Committee

Tuesday 26 April 2016 at 7.00 pm

Members Suite - Brent Civic Centre, Engineers Way,
Wembley, HA9 0FJ

Membership:

Members

Councillors:

Kelcher (Chair)
Colwill (Vice-Chair)
Daly
Farah
Long
Miller
Stopp
Tatler

Substitute Members

Councillors:

Agha, Hector, Khan, J Mitchell Murray, Nerva,
Ketan Sheth and Thomas

Councillors:

Kansagra and Maurice

Co-opted Members

Ms Christine Cargill
Mr Alloysius Frederick
Dr J Levison
Mr Payam Tamiz
Iram Yaqub
Vacancy

Observers

Ms J Cooper
Mrs L Gouldbourne
Ms J Roberts
Brent Youth Parliament representatives

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The press and public are welcome to attend this meeting

Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members.

Item	Page
1 Declarations of interests	
Members are invited to declare at this stage of the meeting, any relevant personal and prejudicial interests and discloseable pecuniary interests in any matter to be considered at this meeting.	
2 Deputations (if any)	
3 Minutes of the previous meeting	
To follow.	
4 Matters arising (if any)	
5 Employment, Skills and Enterprise Strategy 2015-20, One Year On	1 - 36
In April 2015, Cabinet approved the Employment, Skills and Enterprise Strategy 2015-20, with an associated action plan. It was also agreed that an update would be provided one year on to Scrutiny Committee.	
6 Impact of the Overall Benefit Cap in Brent	37 - 58
This report identifies the main impacts of the Overall Benefit Cap after 2.5 years of implementation, and the potential implications of the proposed reduction in the cap from Autumn 2016.	
7 Housing pressures in Brent	59 - 66
This report provides an overview of the housing pressures in the borough, updating the report provided to Scrutiny Committee in March 2015. It considers developments since then, in particular the potential impact of the Housing and Planning Bill and related government initiatives and steps taken by the council to address the pressures identified in the earlier report.	

8 Promoting Electoral Engagement (IER): Scrutiny update

67 - 102

This report updates the Committee on the implementation of Brent's Individual Electoral Registration (IER) communication and engagement strategy which was at the time described as the most significant change to the electoral system in over a century.

9 Data request log

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10 2014-15 Scrutiny Committee meetings - key comments, recommendations and actions

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11 Scrutiny forward plan

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12 Any other urgent business

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



- Please remember to ***SWITCH OFF*** your mobile phone during the meeting.
- The meeting room is accessible by lift and seats will be provided for members of the public.

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 Brent	Scrutiny Committee 26 April 2016 Report from the Director for Regeneration and Environment
Wards affected: ALL	
Employment, Skills and Enterprise Strategy 2015-20, One Year On.	

1.0 Summary

- 1.1 In April 2015, Cabinet approved the Employment, Skills and Enterprise Strategy 2015-20, with an associated action plan. It was also agreed that an update would be provided one year on to Scrutiny Committee.

2.0 Recommendation

- 2.1 The report is for comment.

3.0 Detail

- 3.1 The report provides an update on the progress of the Employment, Skills and Enterprise Strategy 2015-20. Providing an updated policy and labour market context, addressing progress made to date and key priorities for the coming year. A more detailed update of the Employment, Skills and Enterprise Strategy's associated action plan is available in Appendix A.

Background to the Strategy:

- 3.2 The Employment, Skills and Enterprise Strategy 2015-20 was established by the council in consultation with key partners to provide a focal point for addressing economic growth and the creation of jobs, whilst also setting out an ambitious plan to reduce inequality and poverty through increased local skills, employment and earnings.
- 3.3 The strategy made clear that the only way to achieve this was to both support the regeneration of key areas of opportunity in the borough, and to work in partnership with a range of partners across the private, public and voluntary sectors to support the development skills of the borough's residents and career paths into sustainable employment.

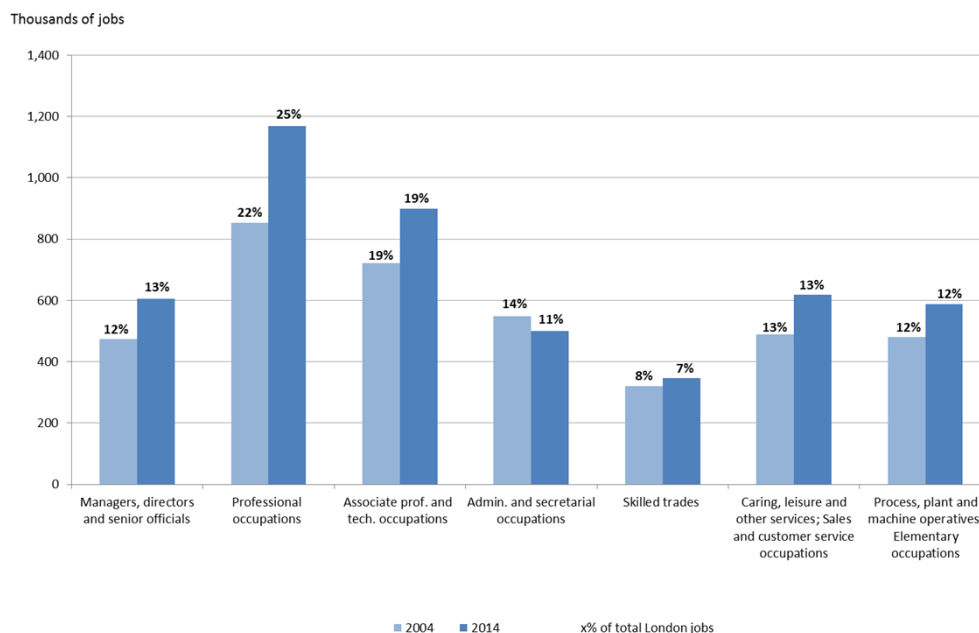
- 3.4 It is the first employment, skills and enterprise strategy that the council has adopted, setting a shift from the council as the service provider, to leader and coordinator of social change in the borough, particular in response to entrenched poverty and government welfare reforms. Key to the strategies success is the improved coordination of the response and intelligence of the Department for Work and Pensions, College of North West London, the council, and other local partners.
- 3.5 Significant progress has been made by partners one year on from the strategy's inception, with a growing focus on the development of partnerships in the borough to respond to the needs of businesses and residents.
- 3.6 Since the inception of the strategy, Brent has recruited a new chief executive office, Carolyn Downs, and developed the 2020 Vision for Brent, with employment, skills and enterprise at its core.
- 3.7 An update on progress in the last year is provided in section 4.
- 3.8 The proposed priorities for focus in 2016/17 are set out in section 5.

The Labour Market Context in Brent:

- 3.9 The labour market in Brent has not changed significantly since the strategy's inception in 2015, but a contextual overview is provided to help consider priorities for the borough moving forward.
- 3.10 The economy continues to grow in Brent with the development of plans in Wembley, Alperton, and in due course the adjacent Old Oak and Park Royal development in particular. Whilst local developments are key to the creation of business opportunities and jobs in the borough, it is important to recognise the travel to work patterns of Brent residents to other parts of London, particularly within the West London sub-region and to Central London, with excellent transport connectivity into the Central Activity Zone (CAZ).
- 3.11 Brent is well placed within these two significant economic areas, at the interface between Central and West London. The economy in Central London continues to represent a significant portion of the capital's Gross Value Added (GVA) and jobs. West London is the second most significant economic area of the capital, creating 16% GVA of the capital (more than Manchester and Birmingham combined), with 20% of London's jobs.
- 3.12 Brent's connections to the development's in West London such as Brent Cross, Earl's Court, Old Oak Common, and potential development at Heathrow are important to local residents and businesses.
- 3.13 It is also necessary to consider the economy's growth in London and what this means for jobs and skills. Over the past 30 years, London has become increasingly connected to the global economy and, as a result, has specialised in what might be considered 'high value business services': finance and insurance, real estate, professional and technical service activities, and information and communication sectors. In contrast, there has been a significant decline in manufacturing.

- 3.14 Many of these specialised activities have grouped together in particular areas of London, and means that some areas (particularly central) have relatively high levels of employment compared to the London average. Reflecting the higher demand for specialist skills, the jobs within these specialisations generally have higher annual pay compared to the London average. The higher earnings prospects, together with high levels of transport connectivity, mean that employers can draw on a broad pool of labour.
- 3.15 GLA Economics labour market projections suggest that total workforce jobs in London are likely to increase from 5.5 million in 2014 to 6.4 million in 2036, an annual average increase of 41,000 jobs per year (or 0.69 per cent per year over the period). Over the same period, employment in the West sub-region is projected to increase from 1.07 million jobs in 2014 to 1.21 million jobs, equivalent to an average increase of 6,400 jobs per year or 0.56 per cent per year. This growth in the labour market is projected to be underpinned by increases in professional, real estate, scientific and technical services, administrative and support services, accommodation and food services, and information and communication.
- 3.16 The proportion of jobs in administrative and secretarial occupations, in contrast, is projected to decrease substantially (from 10.5% to 3.3% of total London jobs) from 2014 to 2036. This may present some challenges to the employment prospects of London's lower skilled labour force. In particular, this decrease in jobs in administrative and secretarial roles occurs at the same time as there is projected to be a large increase in elementary occupations in accommodation and food, and administrative and support services (which has seen recent growth in temporary roles). There is also projected to be declining employment in transport and storage, wholesale and manufacturing sectors, which are all relatively concentrated in the West sub-region.
- 3.17 As of 2014, this is reflected by the industries in the West sub-region that had the highest share of total London employment in the sector included transport and storage, manufacturing and wholesale.
- 3.18 In each of these industries, jobs in the West sub-region accounted for more than 1 in 3 of all jobs in the sector in London. The transport and storage sector is also the second largest employer in the West sub-region. Consequently, these sectors are representative of industry specialisation in the West sub-region relative to the rest of London.
- 3.19 Furthermore the other largest industry sectors in the West sub-region in terms of the number of jobs include professional, real estate, scientific and technical activities, administrative and support services, and health and social work.
- 3.20 The growth in London has created a 'hollowed out' or 'hourglass economy', with a significant proportion of jobs in London filled by residents with NVQ Level 4 or above qualifications, meeting the needs of the growth in professional, technical and scientific services. There are also significant numbers of elementary roles in support of these sectors, as well as in retail, hospitality, health and social care, and warehouse sectors, qualification requirements at NVQ Level 1 and 2. Intermediate sectors have diminished in London, particularly with the decline of manufacturing and skilled trades.

3.21 The below table highlights the proportion of jobs in the London economy, which highlights the propensity of high skilled roles in professional occupations, managers, directors, and senior officials, associate professional and technical occupations. There is also a significant proportion in lower skilled roles, including caring, leisure, care, customer services, and process, plant and machine operatives.



Source: ONS Annual Population Survey (Number and proportion (%) of jobs in London (main and secondary jobs) by broad occupational group (1-digit SOC), 2004 and 2014

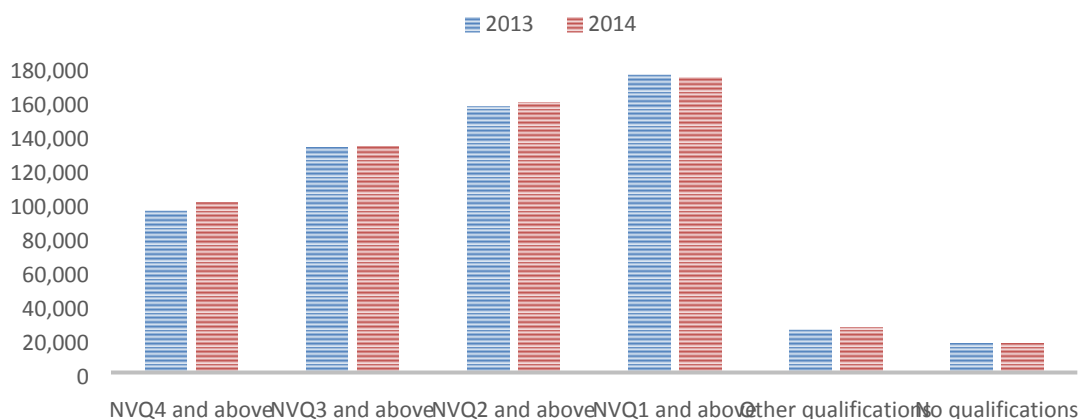
3.22 The table below outlines that in 2014, 58 per cent of London's workforce had higher education qualifications or above (NVQ4+), with a further 17 per cent having qualifications at GCE, A-level or equivalent. In contrast, the rest of the UK had a higher proportion of workers with A-level or equivalent qualifications (25%) and GCSE grades A*-C or equivalent (22%), but a lower level of higher education qualifications or above (39%).

Highest qualification (Level)	Number of jobs in London	Proportion of jobs in London %	Number of jobs in the rest of the UK	Proportion of jobs in the rest of the UK %
Degree or equivalent	2,432	50	7,568	29
Higher education	379	8	2,679	10
GCE, A-level or equivalent	805	17	6,495	25
GCSE grades A*-C or equivalent	606	13	5,649	22
Other qualifications	424	9	2,199	8
No qualification	201	4	1,532	6
Total jobs	4,847	100	26,123	100

Source: ONS Annual Population Survey. Note: Rounded to nearest 1,000 or 1 per cent. NVQ level 1 is combined with other qualifications and trade apprenticeships are split 50:50 across GCSE and A-level equivalents.

- 3.23 In Brent the skills of local residents is broadly reflective of the availability of employment in London. 46% of Brent's residents have NVQ 4 and above qualifications, lower than the London average. A significant number, 20%, have NVQ1 or below qualifications, which could create challenges to find work even in elementary employment.

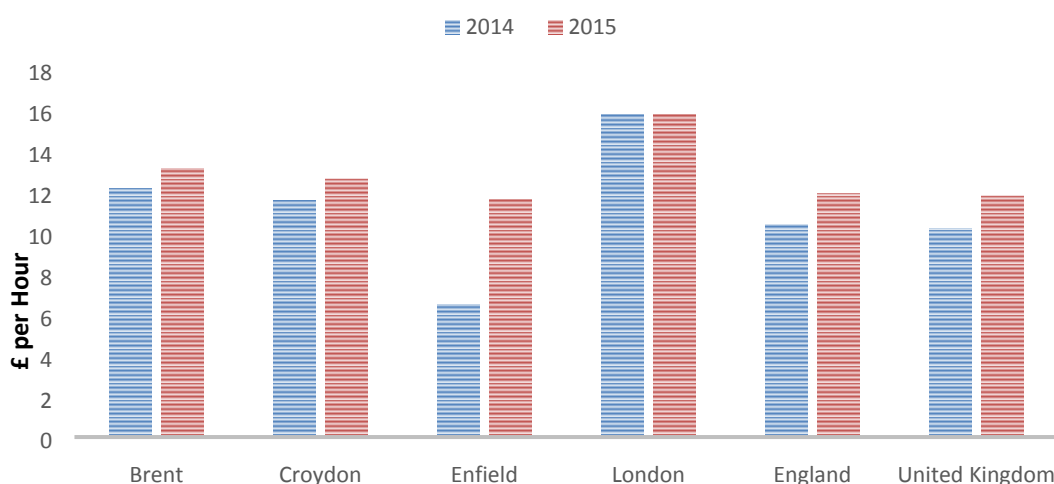
LEVELS OF QUALIFICATIONS IN THE BOROUGH



- 3.24 The propensity of low skilled and paid roles has created a low-pay and low-skill cycle in London, in which it is a challenging environment to progress to intermediate level skills and employment.

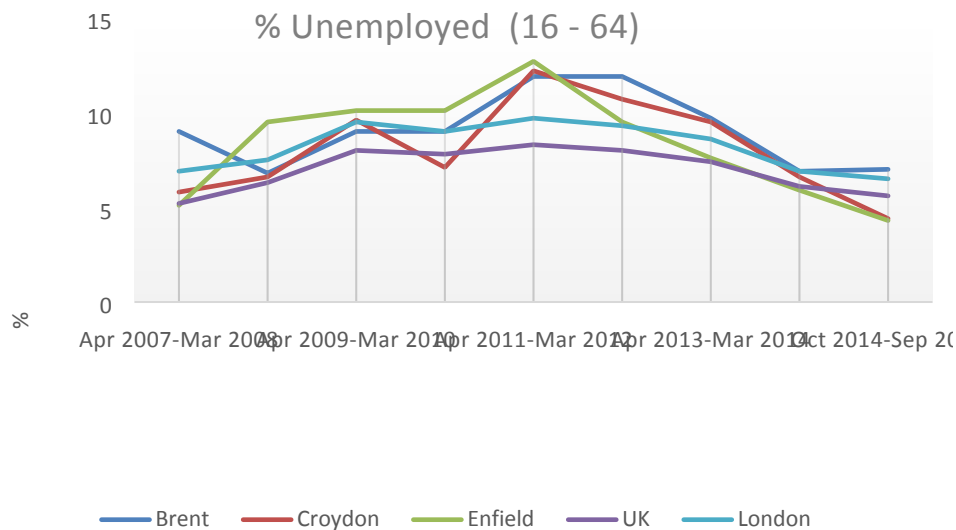
- 3.25 Earnings in Brent, at an average of £29,777 are still £3,426 lower than the London average of £33,203, which the strategy seeks to address.

MEDIAN HOURLY EARNINGS FOR ALL EMPLOYEES

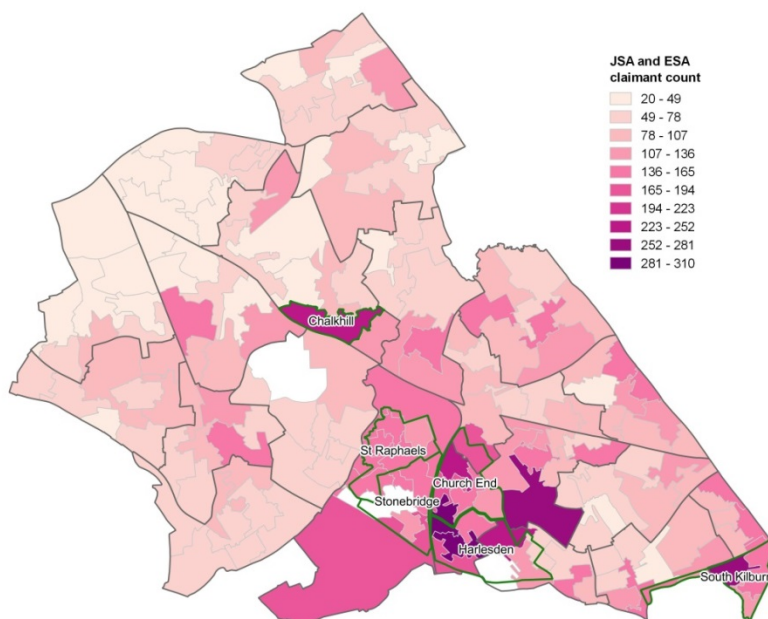


Source: Annual Survey of Hours and Earnings (ONS)

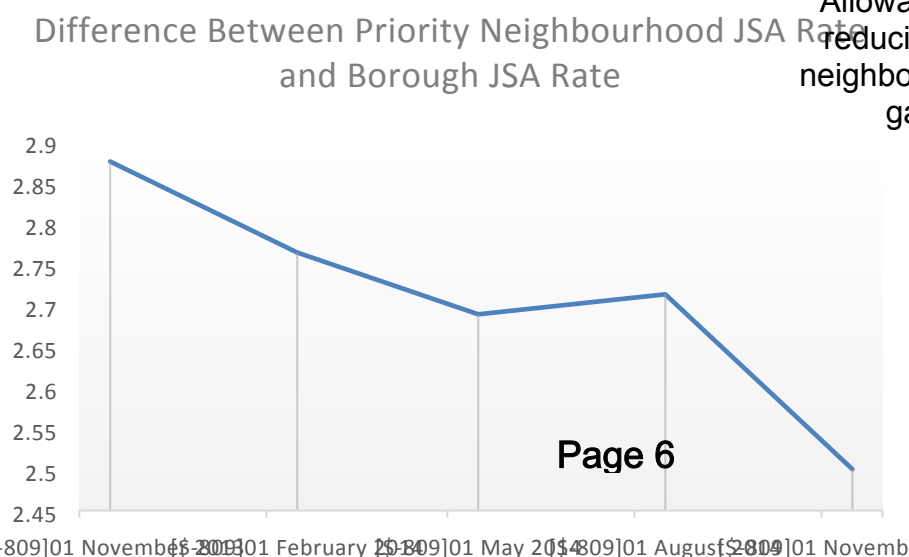
- 3.26 Overall Brent is performing in line with the London rate for unemployment, at 6.4% (Source: ONS Annual Population Survey). 2.1% of the population claim JSA, compared to 1.7% in London (Source: ONS JSA Jan 2016).



3.27 However, there are hot spots of unemployment within the borough, particularly in the boroughs priority neighbourhoods; Chalkhill, South Kilburn, Stonebridge, Harlesden, St Raphael's and Church End.



3.28 There are signs that the unemployment rate (as measured by Jobseekers Allowance Claimants) is reducing in the priority neighbourhoods, with the gap closing between them and the rest of the borough, as represented in the graph below.



- 3.29 However, despite the closing of the gap between the number of Jobseekers, there are still significant discrepancies in the levels of worklessness in the borough's priority neighbourhoods. For example, in St Raphael's estate, worklessness (including those that are economically inactive and unemployed) is 38.5%, compared with the 27.7% borough average and 22.5% London average. This trend is reflected across the borough's priority neighbourhoods.
- 3.30 Borough wide there are 24.0% of Brent's working age population are economically inactive, 7,900 of those economically inactive would like to work
- 3.31 Although Jobseekers Allowance numbers have fallen, the number of residents claiming Employment Support Allowance remains consistently high, which at 12,220 in May 2016 has remained at a consistent rate since May 2008 when there were 12,340. Of which 4,840 of these claimants have identified mental health as their primary barrier to work.
- 3.32 Mental health issues are recorded by Jobcentre Plus as the primary need for a majority of ESA claimants are in the 'Work Related Support Group', which means they are deemed able to work but face health barriers.
- 3.33 Brent also has high level of female unemployment. 32.2% of women aged between 16 and 64 are economically inactive (compared to 16% of men) – above the London average of 29.8%. This is being analysed through the Outcomes Based Review of Employment and Welfare, through a combination of ethnographic research and desk based research (including seeking good practice from other authorities). Evidence from other areas of London suggests this is due to a combination of the lack of availability of affordable and flexible childcare, as well as quality part time and flexible jobs.

Development and Oversight of the Strategy 2015/16:

- 3.34 The Employment, Skills and Enterprise Strategy is a partnership document formed following extensive consultation in 2014-2015 with a range of organisations, including the voluntary sector, businesses, and key partners such as Jobcentre Plus and the College of North West London.

- 3.35 Following the agreement of the strategy, the Employment and Skills Service was formed within the council, to bring together the adult education service, Brent Start, with the former Employment and Enterprise team. This has enabled a more cohesive approach to employment and skills provision, partnerships and strategy in Brent. More recently, this has been extended to include Enterprise, forming the Employment, Skills and Enterprise Service.
- 3.36 The Employment, Skills and Enterprise Partnership was formed in August 2015 as one proposal within the Strategy. The partnership meets quarterly to inform the priorities of the borough, design the approach to employment and skills, as well as providing oversight to the Strategy and action plan. The partnership includes the council, Jobcentre Plus, the College of North West London, Segro (business representative), Brent Housing Partnership (housing representative), and Lift (representing a group of 'place based lead organisations').
- 3.37 The Employment, Skills and Enterprise Partnership has met to consider progress made and have input to employment, skills and enterprise priorities for the coming year. These partners will also be key to the Outcome Based Review process and delivery of the 2020 Vision.
- 3.38 A complimentary group of stakeholders now meets to supplement the work of the partnership, focussed on the 'place-based approach' to employment and skills in the borough's priority neighbourhoods, including Lift (Harlesden), Hyde Housing (Stonebridge), Catalyst Housing (Church End), South Kilburn Trust (South Kilburn), and the council (St Raphael's).
- 3.39 The place based leads are in the process of developing action plans for the priority neighbourhoods; sharing learning from approaches within the borough, particularly the holistic approach of the Living Room; seeking evidence of success from other parts of London and the UK; bringing together evaluations of the place based approach to inform future investment and service design; business development; and creating referral networks for the priority neighbourhoods.

Further integration of employment, skills and enterprise into key council priorities:

- 3.40 Building on the Employment, Skills and Enterprise Strategy and action plan, it is important that the employment and skills agenda is integrated with key issues in the borough.

- 3.40.1 **The Welfare Reform Strategy** has been established to respond to the new range of changes due in the Autumn of 2016, implemented by Government, which will require an employment and skills response. For example, residents affected by the Overall Benefit Cap will be exempt if they work sufficient hours to claim Working Tax Credits.

A key strand of this strategy is to join-up the customer facing activities in the customer services centre and with the Jobcentre, to provide a more holistic response to customer's needs. This has included co-location of employment and skills staff in the customer service centre,

development of plans for improved training of staff and referral routes to employment and skills services (namely the Brent Works partnership between the council, JCP and CNWL).

3.40.2 A new **Mental Health Task and Finish Group** has been formed in partnership between the Clinical Commissioning Group, council and other key partners such as Jobcentre Plus. This group will oversee the procurement of an integrated employment and mental health service, to go live in 2016. This is funded by a combination of Transformation Challenge Award (Cabinet Office), European Social Funding and Big Lottery, all via the West London Alliance.

3.40.3 **Outcome Based Reviews (OBR)** are being taken forward with a range of partner organisations, including a review to consider Employment and Welfare support. This will focus on key areas of need, including mental health, women in employment, and economic inactivity in the borough. The OBR for Regeneration will also critically analyse the social outcomes for Brent communities through physical regeneration of the borough.

3.41 The integrated and joined-up approach to the borough's work was highlighted in the recent LGA Peer Review. It stated that "establishing the Brent 2020 Vision provides the opportunity to consider issues facing the borough more 'in the round' – looking at how the greatest possible impact and outcomes can be achieved around the biggest challenges facing the borough." This way of working is key to the way of working for employment, skills and enterprise as highlighted above.

Early intervention and prevention with young people:

3.42 The relationship with schools and education is critically important to preparing young people in Brent to progress into employment, apprenticeships, further or higher education.

3.43 Of the 79 schools that have been inspected, currently, 71 are judged good or outstanding (90%), 6 requires improvement (8%) and 2 inadequate (2%). All secondary special schools (2) and pupil referral units (2) are judged good or outstanding, and 10 of the 13 secondary schools which have been inspected are judged good or outstanding (77%), 2 requires improvement (15%) and 1 inadequate (8%).

3.44 The 2015 Key Stage 4 results for Brent showed that the proportion of pupils attaining five plus GCSE grades A*-C including English and mathematics was 60 per cent, compared to the national average of 57 per cent and the London average of 61 per cent. Brent is two percentage points above the average for its statistical neighbours. 71 per cent of pupils attained C or above in GCSE English and 70 per cent attained C or above in mathematics. Boys performance has improved closing the gap with girls. The gap for most ethnic groups is closing with the Brent average. The exception is Black Caribbean boys where the gap has widened.

- 3.45 The council and partners, including the College of North West London, the University of Westminster and Quintain are also developing plans for a significant education presence in Wembley to improve the vocational offer to young people linked to key growth sector industries such as design and technology.
- 3.46 Schools also play a key role in supporting the employability skills of young people, which is overseen by the 14-19 Partnership; through the provision of quality impartial careers, advice and guidance; and Employability skills and work experience and exposure opportunities. Currently the Connexions service in Brent is commissioned to Prospects, who deliver to the majority of secondary schools in the borough.

Supporting enterprise and reshaping the council's relationship with businesses:

- 3.47 As noted in the LGA Peer Review, "people spoke of 'Brent being open for business' and 'Brent going places'. Being open to business is critical for the next stages of delivering the Employment, Skills and Enterprise Strategy, in partnership with the business community.
- 3.48 In 2016 the council has begun to expand on the remit set by the Employment, Skills and Enterprise Strategy to enhance the relationship with business and to consider new strategies to enable their growth and investment in Brent.
- 3.49 The Brent Business Development Board is being established in the summer of 2016 to ensure that the strategy is taken forward in collaboration with the business community. Its purpose will be to guide Brent's strategy to support business growth in the borough, particularly in the light of business rates devolution in the near future.
- 3.50 The Board will also oversee the development of a new relationship with businesses, providing a more cohesive offer to this core customer based and stakeholder group in the borough. Brent wishes to create a clear statement of intent to current as well as prospective businesses, that we're 'open for business', willing to improve their experience of doing business in Brent and supporting them to grow.
- 3.51 The Business Board will oversee the development and will approve a programme of work to support enterprise in the borough, as well as working collaboratively with the council to consider how economic growth can also mitigate impacts of poverty. Although the programme of work and priorities cannot be pre-empted, some of the following priorities emerged from the recent Unlocking Business Growth event in March 2016;
- 3.51.1 Advising the borough's investment in infrastructure such as the public realm, transport, affordable and quality workspace; and technology (e.g. Wi-Fi);
 - 3.51.2 Developing a place-base marketing approach to attract inward investment to the borough;

- 3.51.3 Supporting supply chain opportunities both from the council and business to business;
 - 3.51.4 High Street regeneration and business-led partnerships;
 - 3.51.5 Enabling engagement of business with schools for corporate social responsibility opportunities and volunteering;
 - 3.51.6 To assist them with recruitment of apprenticeships and workforce development.
- 3.52 The council also continues to support key business partnerships in the borough, including;
- 3.52.1 The council has supported the establishment of high street forums in Ealing Road, Wembley Park Drive, Wembley High Road, Neasden Town Centre, and Burnt Oak Broadway;
 - 3.52.2 The council worked collaboratively with West London Business to co-host an engagement and consultation event in March ('Unlocking Business Growth in Brent') and will continue to work together to support communication of opportunities, policy and strategy to Brent businesses.
 - 3.52.3 There is now agreement with the Federation of Small Business to support the hosting of monthly business networking events, starting the summer of 2016, to enable access to information, advice and networking for local businesses. Brent is also a sponsor of the London FSB business awards, which will include categories of best business in Brent.
 - 3.52.4 Brent council continues to be a member of the Park Royal Business Group and worked in partnership to host the Park Royal Apprenticeships event in February 2016, with over 200 residents attending seeking job advice and access to vacancies in Park Royal. The business group would like to run this annually.
- 3.53 Brent council also supports communication of key information to businesses through its monthly e-newsletter, promoting opportunities and advice for businesses, as well as highlighting business case studies each month to promote local businesses.

The Devolution Context:

- 3.54 Nationally there is a significant momentum behind the devolution of powers and funding, principally to support business growth, jobs and skills. This includes the debate of passing powers to Scotland, but more relevant for London are the deals that have been agreed with Greater Manchester and other economic areas in the UK. London already has significant powers, including transport and housing. However, more emphasis recently has focussed on employment, skills and levers of economic growth, and some powers were secured through the recent Comprehensive Spending Review (CSR), although much more work is required to bring these aspirations to fruition.
- 3.55 In London the devolution agenda is being taken forward in sub-regions, to create more viable local economic areas. Brent is part of the West London sub-

regional economy, and as such is a partner within the West London Alliance (WLA) of the seven West London boroughs (Brent, Barnet, Hounslow, Ealing, Hammersmith & Fulham, Harrow, and Hillingdon).

- 3.56 The WLA is important to enable the West London boroughs greater leverage and influence on London and national government. The WLA is lobbying London Councils, the GLA and LEP to secure appropriate powers and funding through devolution deals for West London.
- 3.57 To supplement the ability of the WLA to lobby and influence, the West London Economic Prosperity Board was established, bringing together a formal constitution for the seven boroughs to collaborate. The Board is made up of the Leaders of six of the seven boroughs, with the exception of Hillingdon.

Business Rates:

- 3.58 Arguably the most significant of these devolution policies for London is the proposal in the recent budget announcement by HM Treasury that business rates will be devolved to the Greater London Authority. Much more information is required to make judgements as to how this will be managed and what impacts it may have. It will depend on a range of factors; including the extent to which rates are retained in London or re-distributed nationally and the flexibilities given to local authorities to create local business rate systems.
- 3.59 Key to the council's management of business rates devolution will be the extent to which it will need to be utilised to pay for core public services, as the government grant funding is reduced.
- 3.60 Although the detail of the business rates policy is unclear at this stage, a debate with the business community will be needed. To help inform them of the changes made, how the council plans to invest this money, and to consider whether there is scope for local flexibilities to support business growth (e.g. through business rate incentive schemes).

Employment and Skills:

- 3.61 The London Enterprise Panel (LEP), Greater London Authority (GLA) and London Councils have collaborated in 2015/16 to submit a proposition to Government prior to the Comprehensive Spending Review (CSR) in November (HM Treasury, Cabinet Office, Department for Work and Pensions and Department for Business Innovation and Skills), as a 'Growth Deal for London'. Following this, statements were made in the CSR committing to further devolution of employment and skills funding and additional opportunities for improving services.
- 3.62 '*Work and Health Programme*': A proposal has been made for London to devolve Work Programme and Access to Work funding to the LEP, GLA and local authorities, to deliver a programme of support primarily to ESA claimants. This resulted from the failing of the Work Programme to effectively support residents with more significant barriers to work, particularly those claiming ESA.

- 3.63 It is likely that the work will be commissioned at a sub-regional level, meaning that the West London Alliance will be an important conduit for Brent to design and commission this support.
- 3.63.1 The programme could enable the development of a more integrated health and employment service, bringing together local partners to design the service, including health, housing, the local authority and the VCS.
 - 3.63.2 The funding envelope is yet to be agreed, and the funding being offered by government is significantly less than that given to the Work Programme and Access to Work (approximately a quarter of the total), so a different scale of programme will emerge.
 - 3.63.3 Local authorities are investigating the potential to match this funding with European Social Funding (ESF).
 - 3.63.4 It could build upon the learning from the Mental Health Trailblazer and equivalent projects in Central London and Greater Manchester.
- 3.64 *Co-location with Jobcentre Plus was proposed in the CSR as the DWP seeks to reduce its overall estate nationally:* JCP and Brent Council are looking into the feasibility of co-located services within the Civic Centre, to enable improved join-up of JCP with housing options, benefits, and wider customer services.
- 3.65 *Skills funding devolution:* it is proposed that by 2018/19, the Adult Education Budget from the Skills Funding Agency (in BIS) is devolved to the LEP, GLA and Local Authorities.
- 3.66 *Area Reviews:* Two concurrent reviews are currently taking place, with recommendations due in the 3rd Quarter of 2016/17, interrogating the curriculum offer and deliver models in adult education.
- 3.66.1 Area Review of Further Education: This is a national policy, with 4 reviews being conducted in London, with Brent being in the West London group). It is focussed on the FE College provision 16+, to consider how to make savings to the overall SFA budget, as well as rationalising and specialising the curriculum to meet labour market needs. Recommendations are being made to a Steering Group at London level chaired by the Mayor.
 - 3.66.2 A Review of Adult Community Learning (ACL): Looking specifically at local authority run adult education across London, to review the balance of curriculum and to ensure adequate focus on resident and labour market needs. IT will also inform the approach to a devolved budget to London by 2018/19.

4.0 Progress of the Strategy's Key Outcomes:

- 4.1 This section will provide a high level statistical and strategic update. A more detailed summary of activity is outlined in section 12.
- 4.2 **Objective 1:** To promote economic growth through regeneration, increasing the number of local jobs and providing new opportunities for local businesses.

Outcome 1A

At least 5,000 sustainable new jobs will be created in Brent's growth and regeneration areas by 2020.

- 4.2.1 Between 2014 to 2015 the number of businesses in the borough increased from 12,025 to 13,150
- 4.2.2 In the same year there were 2,195 business births comparing favourably with 1,330 business deaths.
- 4.2.3 Between 2014 and 2015, the total number of employees in the borough has increased from 126,100 to 136,400, an increase of ~8%. From 2013 to 2014 the total number of jobs in the borough increased from 108,100 to 112,000, a rate of ~3.6% (source: BRES).
- 4.2.4 Brent has supported key growth areas, particularly Wembley in partnership with Quintain, and the Old Oak Common and Park Royal development in partnership with the development corporation (OPDC), as well as the approval of the new Housing Zones in Wembley and Alperton. Brent will need to continue to seek appropriate local investment through these key developments to support Brent businesses and residents.

Outcome 1B

Brent will have a high public profile as an excellent place set up and grow successful businesses.

- 4.2.5 The council has launched its Vision for 2020 at the *Unlocking Business Growth* event of the 17th March 2016, and the proposed Brent Business Development Board is due to be formed in the Summer.
- 4.2.6 The Brent Business Development Board will be the leading voice of business to work collaboratively with the council to develop the borough's approach to supporting enterprise. This will lead to action by the council to improve its approach to working with businesses to support growth and the creation of jobs, as well as local recruitment and corporate social responsibility initiatives.
- 4.2.7 Brent has also been very successful in securing funding to develop enterprise schemes locally, totalling £3,864,587 and further workspace opportunities on the horizon in South Kilburn, Wembley Triangle and the Alperton development. There has also been investment in key high streets, along with the establishment of new business and trader forums to coordinate strategies to improve the high streets.

- 4.3 **Objective 2:** To ensure that local education and skills provision is reflective of the demands of the labour market, providing a labour pool made up of well qualified and highly motivated individuals.

Outcome 2A

By 2020 there will be a close partnership between local schools and businesses. All young people will leave education with the skills and attitudes needed to compete successfully in the labour market.

- 4.3.1 The 14-19 Partnership has enabled engagement by Connexions (delivered by Prospects) impartial careers, advice and guidance in the majority of secondary schools in the borough.
- 4.3.2 Work Experience Partners provide a range of work experience placements and additional work-related activity, to the majority of secondary schools in Brent. Brent schools pay an annual fee for the service and agree service level agreements for the service provided. This is key to the development of young people's career knowledge and insight into business experience and skills.
- 4.3.3 Revo Seccus, a not-for-profit organisation has also established links with many schools to create links between schools and businesses, creating work experience and business placement experience. The council is now in discussion with Revo Seccus to consider whether this can be encouraged across a broader range of schools in the borough.

Outcome 2B

All residents participating in adult education will have an 'into work plan'.

- 4.3.4 Brent Start has adopted 'into work plans' to encourage learners to access careers advice, job clubs, and support from the Brent Works jobs and apprenticeship brokerage service. CNWL are keenly focussed on pathways to work, also utilising the Brent Works service (in which they are a key partner) to progress their students to apprenticeships.

Outcome 2C

A year on year reduction in the number of residents with no qualifications, so that by 2020 the figure will consistently be well below the London average.

- 4.3.5 Brent Start and the College of North West London are the key providers in the borough investing in local skills to upskill Brent residents, and to help them build a pathway to employment.
- 4.3.6 Adult education in London is due to be considered by Area Reviews, which will inform how future investment is targeted. It will be in Brent's interest to ensure this investment is focussed on key areas of growth in the borough, including Wembley and Park Royal, as well as the wider sub-regional economy in West London that encompasses Old Oak Common, Brent Cross, and Earl's Court, as well as the excellent transport connections to Central London.
- 4.3.7 The number of residents with NVQ Levels 2 and above have increased between 2013-2014 (latest data available from ONS) by 2,300 and 1.1% from 71.8 to 72.9%.
- 4.3.8 The number of residents with no qualifications has remained quite steady, reducing by 100 from 17,100 in 2013 to 17,000 in 2014. The

number with 'other qualifications' has increased, by 1,600 between 2013 to 2014, an increase of 0.7%.

- 4.3.9 The Brent Start adult education offer has been developed to provide increased focus on employment skills and pathways to work. All relevant classes have 'route to work plans' for its students, and more sector based classes are being developed to meet needs of vacancies secured by Brent Works job and apprenticeship brokerage.

- 4.4 **Objective 3:** To have a strong focus on addressing inequality by reducing economic and social polarisation within our most deprived neighbourhoods and amongst those residents who are furthers away from work.

Outcome 3A

By 2020, the gap in employment levels between priority neighbourhoods and communities and the borough as a whole will be halved.

- 4.4.1 Brent has worked closely with key partners in the borough to develop the place based approach to its priority neighbourhoods. This has entailed analysis of those areas, forming partnerships with local organisations in the community, and developing appropriate forms of support. This is better developed in some areas, such as St Raphael's where The Living Room was launched in July 2015, but less developed in other areas. Partners are now working together to develop an approach across all priority neighbourhoods. This includes a partnership bid for over £300,000 from an external funding source, although a final decision has not yet been made.
- 4.4.2 The graph in 3.25 shows that the difference between the unemployment rate (based on Jobseekers Allowance Claimants) has closed between the priority neighbourhoods and borough between November 2013 and November 2014 from 2.9% to 2.5%. However, as highlighted in 3.26, the worklessness rate still highlights significant gaps between areas of Brent. For example, St Raphael's worklessness rate being 10.8% higher than the Brent average.

- 4.5 **Objective 4:** *To reduce poverty through employment and progression in work.*

Outcome 4A

There will be year on year reductions in the proportion of residents earning less than the London Living Wage (LLW), which by 2020 will have reduce to below the London average.

- 4.5.1 35 businesses have either secured accreditation or are going through the accreditation process with the Living Wage Foundation. The council has worked in partnership with Citizens UK and the Living Wage Foundation to generate increased interest in the LLW in Brent, across a range of employers, including housing associations, schools, VCS and businesses.

- 4.5.2 It continues to be more challenging to secure interest from some types of employers and sectors than others, such as health and social care, and SMEs in retail.
- 4.5.3 The London Living Wage has provided evidence to suggest that Brent has the lowest number of accredited LLW employers in London, showing a clear need for continued support for the campaign.

Outcome 4B

There will be year on year increases in the level of median incomes in Brent, which by 2020 will be well established above the London average.

- 4.5.4 Brent Works has recently gone into partnership with Realm, the managing agent for the London Designer Outlet (LDO) to provide apprenticeships and traineeships to in-work employees, to help them progress their skills and pay. The intention will be to replicate this model in other locations and sectors such as Park Royal.
- 4.5.5 However, as highlighted in Brent currently still lags behind London's average earnings by £3,426 per annum.

- 4.6 **Outcome 5:** To secure increased local influence over national and regional employment programmes so as to deliver better outcomes for Brent residents.

Objective 5A

By 2020 the performance of the mainstream employment programmes in Brent will be in the upper quartile when compared to the rest of London

- 4.6.1 JCP performance can broadly be monitored by viewing the JSA unemployment rate and ESA rate. However, this can mask high levels of economic inactivity (see 3.27/3.28), high levels of unemployment in specific areas of the borough (see 3.25), low skills (see 3.21), and earnings (see 3.23)
- 4.6.2 Overall unemployment (measured by Jobseekers Allowance claimants) for 16-64 year olds (working age residents) has fallen from 4.6% in February 2013 to 2.5% in February 2016, above the London and UK rates that stand at 1.9%.
- 4.6.3 Youth unemployment for 18-24 year olds decreased from 6% in February 2013 to 2.4% in February 2016.
- 4.6.4 However, as highlighted in Employment Support Allowance (ESA) remains high at 12,230. With 4,840 claimants deemed to have a mental health issue.
- 4.6.5 Brent Council is due to meet with the three Work Programme prime contractors to consider local improvements and networks. Performance in West London and Brent can be seen in the table below. It shows that Brent's levels of long-term unemployment are higher than any other West London borough, and the proportion finding work, 26%, is a little under the West London average of

27.3%. Note, the Work Programme is due to be devolved in London to the LEP, GLA and local authorities by October 2017 via a new Work and Health Programme, although the detail is not yet fully agreed.

	Referral	Job Outcomes	Proportion of referrals into work (%)
Brent	11850	3080	26
Hammersmith and Fulham	6020	1620	27
Barnet	8180	2160	26.4
Ealing	10110	2810	27.8
Hounslow	5220	1340	25.5
Harrow	4170	1150	27.5
Hillingdon	5970	1880	31.5

5.0 Case studies of success:

5.1 Supporting Brent's High Streets:

5.1.1 £897,000 of funding has been secured through GLA High Street Fund and LEP NHB Top Slice funds, to invest in High Streets, develop town centre plans, and business forum across many of Brent's priority town centres.

5.1.2 Key Achievements to date include:

- 12 Business Workshops/ Forums across priority town centres in 15/16;
- 1 constituted Traders Association (Ealing Road Traders Association);
- 4 emerging business groups ;
- 34 businesses receiving 1:1 coaching/ business support through funded programme delivery;
- 2 comprehensive feasibility studies assessing the socio-economic impact in Neasden Town Centre and affordable workspace viability for Wembley Triangle;
- 173 business performance survey responses received across Brent's 8 priority town centres.

5.1.3 Many opportunities exist in transforming and reinvigorating Brent's high streets. In 2016/17 the following will be critical to success:

- **Form and Function** – Opportunities exist for promoting our town centres to encourage a wider range of uses included mixed use developments as well as small and flexible work spaces. This will lead to significant levels of high street intensification and diversification. The impact of the new Housing Zone (at Wembley and Alperton) is significant as it will eventually support population growth including more customers and a more varied demographic. This will create

opportunities for new types of shops “popping up”. There is a demonstrable link between increased population and local economic performance.

- **Enforcement** - Close partnership working between Brent and the local Safer Neighbourhoods Team is currently “live” with a view to identifying ways to tackle the issues of anti-social behaviour and reported criminal activity. Future interventions could explore the link between anti-social behaviour and reformed activities which lead to employment opportunities. A multi-departmental approach within Brent exists to use its statutory and regulatory powers to improve town centre environments – particularly town centre cleanliness (including fly tipping and litter) but also issues of street clutter, building appearance and encroachment of unlicensed forecourt activities.
- **Empowerment** – Opportunities exist to establish formal mechanisms or networks to empower the local community (businesses and local people) to play an important role in the future evolution of our town centres. From the perspective of local communities, it would provide a stronger platform to present views and to inform decision making and service delivery. From the Council’s perspective, it would provide a stronger mechanism via which to engage local communities (landlords, businesses and residents) on key issues affecting the town centre.
- Further exploration into the various types of business group models will assess the feasibility of establishing Business Improvement Districts (BIDs) in Brent. Currently, informal/formal businesses groups, landowners groups, town teams and neighbourhood planning forums are being explored/delivered. The aim is to establish groups to create a seamless working relationship with the council on local service delivery.
- **Place and Identity** – This will break down into measures to heighten the quality of Place (gateways and entrances, built environment, street clutter). Animation of Brent’s high streets and town centre is encouraged through development of sustainable markets, community-led events and trialling new and innovative interventions which link to digital approaches (e.g. digital high street and exploring incentivised parking schemes linked to town centre shopping).

5.2 Place Based Approach to Employment, Skills and Enterprise: The Living Room:

- 5.2.1 The Living Room (TLR) aims to improve the lives of residents of the St Raphael’s priority neighbourhood through strong community engagement and ownership, with individual participates being voluntary rather than mandatory.
- 5.2.2 Offering a wraparound service which tracks the route cause and breaks down the barriers of being socially excluded to enter into employment. The multi-agency and integrated caseworker’s teams

provide a one stop shop community hub for residents to access support for tackling barriers such as health, housing, digital and financial inclusion, Welfare reform impact advice , better off in work calculations, money & debt advice and employability - addressing gaps in skills and offers direct links to employers.

- 5.2.3 The social financial return on investment for Brent is that for every £1 there is £2.33 return over the 4 year payback period. However taking account of the value of the wider economic and social impacts the combined Economic impact increases to almost £6 for every £1 spent. This includes improvements in individual well-being, and reductions in statutory homeless or evictions.
- 5.2.4 The Living Room is engaging individuals through building up trust in the local area, in particular the Somali community. For example, TLR is working in partnership with Help The Somalia Foundation to put on a Parent Preventative course to encourage parents to engage with the wider support on offer.
- 5.2.5 TLR met its targets for the first year of the project, as set by Cabinet Office, who granted the funding. It has supported 45 residents into sustainable employment to date and engaged over 200 residents on the estate.
- 5.2.6 Case study:

H (anonymised for report) has been supported by TLR and Brent Works. Initially he was very resistant to engage with the Employment services as they felt it would be embarrassing to seek help to find work. He was not entitled to benefits due to not having recourse to public funds and also had a criminal conviction however the employment vacancies and interview techniques received from TLR and Brent works. After several sessions together, we tailored his CV to different sectors and referred H to Brent Works for a Retail Sales Assistant role with Sony Centre and for a Ground Floor Worker role with Premier Inn. He was unsuccessful with Sony as he did not have enough of a sales background but received extremely positive feedback. This increased H's confidence and he excelled during the recruitment process with Premier Inn and after two job trials, he was offered a position. We will continue to work with H as he has also shown an interest in the construction industry and will be signposting him to the National Careers Service.

5.3 *Brent Works* – apprenticeship, training and job brokerage partnership

- 5.3.1 Moving forward, Brent Works is expanding its remit across the borough, beyond the historical focus on the LDO, to areas such as Park Royal (where successfully recruitments have recently been run for John Lewis and Ocado for example), as well as working with SMEs across the borough. Key to Brent Work's future is the launch of apprenticeship support for employers and residents, to create career pathways within industries. Also important will be supporting the upskilling of clients via CNWL and Brent Start, to help them progress in-work to higher skilled and higher paid roles.

5.3.2 Brent Work's service has worked with over 40 employers to support over 130 people into work between April 2015 and March 2016 meeting its target for the year. The core purpose of Brent Works is to specifically help Brent residents to find work, matching them with local employers. Brent Works is now a partnership with CNWL and JCP will be useful in widening employer engagement and providing a better offer to both employers and residents.

5.3.3 The team work closely with around 70 partners in the borough to ensure that unemployed local residents have access to our vacancies. The support provided to residents by partners, coupled by the Brent Works tailored employer led preparation has led to residents securing job offers from employers that they would otherwise not have had access to.

5.3.4 Case Study:

Following the recommendation of her adviser at the JCP, T.F (anonymised for the report) who was unemployed for over six months, applied to Brent Works for a position with Premier Inn in November. Despite getting through the few interview stages, unfortunately, she was unsuccessful at the job trial, hence she was not offered the job. Overall feedback from the employer was positive but they felt she lacked some confidence with the customers. Although Toni was initially disappointed, she was very grateful for the opportunity and wanted to stay in touch with Brent Works as she found the service very helpful and useful to her. She was determined to find employment so that she could support her extended family and her single parent mother.

Having seen how well Toni responded to our and the employers' feedback we continued contacting her and invited her to the Aftershock Employer group assessment, for a new women's wear retailer opening at the London Designer Outlet. Again, she was not successful as the employer felt there were stronger candidates who had interviewed and she just missed out. Brent Works team persisted with trying to support Toni and put her forward for two Employer interviews, one for a position with Luke1977 and another with Hallmark – both of these were 1:1 interviews with the managers. Finally, Toni was offered both roles and she accepted the position with Hallmark as they offered her the full-time hours that she was looking for.

6.0 **Key areas for development 2016/17 for pre-scrutiny:**

6.1 **Outcome 1:** To promote economic growth through regeneration, increasing the number of local jobs and providing new opportunities for local businesses.

6.1.1 *Brent Business Development Board and approach to business growth and relationships:* creating a Brent Business Board to oversee the borough's approach to business growth, creating priority workstreams to support Brent's existing businesses, as attracting and enabling new business in the borough. All activity to be agreed with the Business Board.

6.1.2 *High Street business forums and improvements:* launching the business forums across the borough, with support and leadership of

local businesses. Implementing the improvements to the high streets through funding secured, including both capital development and business support.

- 6.2 **Outcome 2:** To ensure that local education and skills provision is reflective of the demands of the labour market, providing a labour pool made up of well qualified and highly motivated individuals.

6.2.1 *Developing adult education to meet resident need and labour market demand:* Development of Brent Start and CNWL to respond to the recommendations of the Area Based Reviews. Recommendations are due to be made in West London in September or October 2016 for Further Education colleges and later in 2016 for local authority provision.

6.2.2 *School and business relationships:* School and business relationships – building on the positive work in schools to date, ensuring a consistent level of opportunity across Brent’s secondary schools.

- 6.3 **Outcome 3:** By 2020, the gap in employment levels between priority neighbourhoods and communities and the borough as a whole will be halved.

6.3.1 *Place based approach to employment and skills:* Take forward the place based action plans, creating a consistent quality and level of support in the priority neighbourhoods that has sustainable partnerships and income.

6.3.2 *Mental Health, employment and skills integration:* Development of the borough’s approach to mental health issues, which act as a barrier for many seeking work and can be a consequence of unemployment. The Mental Health Trailblazer projects being procured across the West London region under the umbrella of the West London Alliance (WLA) will provide stimulus for this debate and to actively test approaches.

- 6.4 **Outcome 4:** To reduce poverty through employment and progression in work.

6.4.1 *Response to Welfare Reforms:* A range of welfare reforms are due to be implemented in the Autumn of 2016 by Government, perhaps most notably the Overall Benefit Cap reducing to £23,000 in London and £20,000 outside of London. Employment will be a key mitigation to this change and therefore central to the strategy that is being developed and to be launched with partners and the public in the first quarter of 16/17.

6.4.2 *Brent Works to trial in-work progression with Realm Retail Academy at the LDO:* testing the engagement of employers with Traineeship and apprenticeship programmes for young people and adults already in work. If successful to consider rolling out to other areas of the borough such as Park Royal.

6.4.3 *Continued promotion of the London Living Wage*: to build momentum in Brent to increase the proportion of businesses paying the living wage.

6.5 **Outcome 5**: To secure increased local influence over national and regional employment programmes so as to deliver better outcomes for Brent residents.

6.5.1 *Work and Health Programme*: To work with the WLA, London Councils and the GLA to agree with government the funding envelope and commissioning timeframe [note: it is currently anticipated that delivery will start in October 2017].

6.5.2 *Co-location with JCP*: TO work with JCP and the WLA to take forward co-location options for the Civic Centre, to improve the integration of public services.

6.5.3 *Complete the Area Review processes and prepare for devolution of the Adult Education Budget by 2018/19*: Working with WLA, London Councils, the GLA, BIS and the Department of Education, to develop a new London governance and approach to adult education with devolved control of funding.

7.0 Financial Implications

The report is for comment only and assumes that services will be delivered within the allocated cash limit for the service area.

However, any further activity proposed in response to the report will need to consider resource implications.

8.0 Legal Implications

As the report is for comment there are no legal implications of the update provided.

9.0 Diversity Implications

The report is supporting the whole of Brent, with particular focus on key areas of high unemployment and low skills, and residents with more significant barriers to work such as mental health issues. Demographic analysis is being considered in the Outcome Based Review of Employment and Skills to consider specific barriers to work, as well as through the place-based approach, considering demographic analysis of specific geographical areas of Brent where indices of deprivation including worklessness are highest.

10.0 Background Papers

Employment, Skills and Enterprise Strategy 2015-20 and Action Plan.

Contact Officers

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Lorraine Langham, Director for Regeneration and Environment

Appendix A: Progress update - Employment, Skills and Enterprise Action Plan

Progress made to deliver the Employment, Skills and Enterprise Strategy action plan 2015-20.			
Theme of activity	Key activity	Progress	Key next steps
Activities to support delivery of the strategy as a whole	Bidding for external funding	<p>NHB Homes Bonus (Grant Agreement not signed – project stemming over 2 years from 2015)</p> <p>Total is £2,003,587 (CAP =£720,000 and REV is £1,283,587)</p> <p>ESE Contribution: Apprenticeships = £402,000 REV and Capacity Building = £171,000 (Total = £573,000)</p> <p>Regeneration: £1,430,587 across the 3 other projects.</p> <p>Outer London Fund – Willesden Green. TOTAL £500,000 secured from the Mayor of London Outer London Fund in 2011</p> <p>CAP £375,000, REV £125,000). I was not here at the time of the commission of this project so cannot really comment too much on it.</p>	<p>To identify further funding streams to support council and partner priority activity.</p> <p>Lift, Hyde Housing and Catalyst Housing have bid for over £300,000 of Big Lottery Funding to support the Strategy's 'place based approach' to employment and skills.</p>

		<p>Wembley High Street Fund. (Total £1,934,000) secured from the Mayor's High Street Fund in 2015</p> <ul style="list-style-type: none"> • £655,000 GLA secured (CAP £580,000, REV £75,000) • £1,279,000 Brent Match <p>£209,000 of Transformation Challenge Award (TCA) secured to deliver The Living Room project.</p> <p>Approximately £500,000 of European Social Funding (ESF) secured.</p>	
	Establish a commissioning model	A commissioning framework is established. It was used to procure the contract to deliver support to residents affected by welfare reforms.	The framework is available for contracting when needed.
	Align DWP Flexible Support Fund (FSF) to Brent objectives	<p>£96,000 of Flexible Support Funding was secured to deliver support in 14/15 >15/16, which was commissioned to Lift.</p> <p>£100,000 of Flexible Support Funding has been secured in 2015/16 to support the 'place based approach to employment and skills', shared between The Living Room and the Lift, Hyde Housing and Catalyst</p>	Jobcentre Plus has received its allocation for 16/17 and is developing proposals in partnership with the council, and the College of North West London to support the delivery of the Strategy priorities.

		Housing partnership.	
To promote economic growth through regeneration, increasing the number of local jobs and providing new opportunities for local business	Drive forward delivery of the 5 growth areas.	<p>Wembley Investment plan completed in January 2015.</p> <p>Alperton, Church End and Burnt Oak invest plans are on hold.</p> <p>The Old Oak OAPF was adopted by OPDC in November 2015.</p>	<p>Wembley Investment Plan completed in January 2015. Alperton, Church End and Burnt Oak investment plans are on hold.</p> <p>The Old Oak OAPF was adopted by OPDC in November 2015.</p> <p>Next year the Local Development Framework will be completed for Old Oak Common and Park Royal.</p>
	Support employment of local people through local regeneration schemes.	Wembley Works has been reviewed and now extended to cover the whole borough as Brent Works. Key successes in recent months have been to recruit for John Lewis, Ocado and Mash Purveyors in Park Royal, Origin estate.	To extend the reach of the Brent Works partnership of the council, College of North West London and Jobcentre Plus, to reach further estates in Park Royal, to support recruitment of key employers in other growth areas (e.g. M&S in South Kilburn), and to engage the construction firms in Wembley building upon links now made with Wates via Quintain.
	Develop the partnership of delivery organisations to share opportunities across the borough.	The Brent Partners Forum meets quarterly, and an email distribution group has been created to share Brent Works vacancies. These are now also shared with all Brent	Employment, Skills and Enterprise e-newsletter is being created to enable monthly sharing of training and employment opportunities by all partners, not only Brent Works.

Brent will have a high public profile as an excellent place set up and grow successful businesses	Support local residents into opportunities created through council contracts.	<p>Cllrs.</p> <p>A Social Value Policy has been approved by Cabinet on the 14th March 2016. Guidance has been developed for all contracts over £100,000. This will include asks for contractors regarding key council priorities including apprenticeships and local employment.</p> <p>Also launch Compete 4 portal to enable supply chain opportunity promotion to Brent businesses from council contracts, as well as B2B activity.</p>	<p>To ensure the systems are in place to monitor the implementation of the policy by contract managers, and to measure the results through council contracts using the Social Value Portal IT system.</p> <p>Need to actively promote the Compete 4 supply chain system to all Brent businesses.</p>
	Develop Brent Business Hub	Business Hub created.	A more comprehensive Offer to Business it to be established with input from the local business community and oversight of the Brent Business Development Board. Good practice from other boroughs to inform the design.
	Work with businesses in Park Royal to promote growth.	<p>OPDC consultation underway.</p> <p>Lobbying for infrastructure investment and mitigations for Park Royal.</p>	<p>To ensure the Old Oak Common development considers growth in Park Royal, and that immediate blight is mitigated (such as congestion).</p> <p>Also respond to the recruitment and</p>

		<p>Park Royal Apprenticeships and Skills fair hosted in February with Park Royal Business Group, with over 200 attendees.</p> <p>Park Royal recruitment and skills analysis underway, funded by council, OPDC and Hyde Housing.</p>	<p>skills analysis to support recruitment in Park Royal via Brent Works.</p>
	<p>Ensure the provision of start-up incubator, move on and meeting space for SMEs</p>	<p>A workspace study is due to be procured to inform a borough-wide strategy.</p> <p>Opportunities are being taken forward, including £1.8m secured from the GLA to develop an Enterprise Hub in South Kilburn, and a proposed workspace hub in Willesden Library.</p>	<p>Completion of workspace study, to inform use of empty space in Brent, as well as Section 106 Agreements in Brent developments.</p>
	<p>Develop High Street plans to contribute to a future high streets strategy for selected areas.</p>	<p>Analysis complete in the following high streets, and trader groups being established to support high street development.</p> <ul style="list-style-type: none"> • Ealing Road (Mayor's High Street Fund) • Wembley Park Drive (Mayor's High Street Fund) • Wembley High Road (New Homes Bonus Top Slice/ Mayor's 	<p>Need to ensure delivery of the GLA High Street and Outer London Funds.</p> <p>Establish self-sustaining business partnerships.</p> <p>Ensure clear USPs and plans for future development for key high streets in Brent.</p>

		High Street Fund) • Neasden Town Centre (New Homes Bonus Top Slice) • Wembley Triangle (New Homes Bonus Top Slice) • Burnt Oak Broadway (Mayor's High Street Fund	
To ensure that local education and skills provision is reflective of the demands of the labour market, providing a labour pool made up of well qualified and highly motivated individuals			
By 2016 there will be a close partnership between local schools and businesses. All young people will leave education with the skills and attitudes needed to compete successfully in the labour market.	Map existing activity across schools.	Not yet complete.	Employment and skills team engaging the 14-19 Partnership group in May to discuss business links and apprenticeships.
	Explore option to pilot an 'employability passport'	Not yet complete.	Employment and skills team engaging the 14-19 Partnership group in May to discuss business links and apprenticeships. Learning can be considered from the Tri-Borough Partnership.
	Explore potential for a mentoring programme for council staff to volunteer in schools.	Not yet complete.	To be discussed with Brent Council HR.
	Develop Brent Council's in-house apprenticeship service so that 100 positions have been created in three years.	On target to recruit 100 in 3 years.	New targets will need to be developed if new apprenticeship targets are set for all public sector organisations by government, which is planned for 2017/18.

	Support local businesses, with a focus on SMEs, to create apprenticeship opportunities	New apprenticeship service established in the 3 rd quarter of 2015/16 to develop apprenticeships with Brent SMEs and Growth sectors, as well as larger companies. This is part of the Brent Works offer. Launched on 20 th April at the Civic Centre.	Brent Works to deliver 100 apprenticeships and 200 vacancies in 16/17.
	<p>Develop Brent Start employability focus.</p> <p>Develop partnership with CNWL.</p> <p>Develop employer focussed courses ('workforce development').</p>	<p>Brent Start has established 'Skills for Employment' courses, including:</p> <ul style="list-style-type: none"> - Traineeships for 16-24 year olds (work experience and training) with South Kilburn Studios businesses. - Sector based work academies (SBWAs) delivered in retail and hospitality, linked to vacancies. 	To continue to expand delivery of SBWA's and Traineeships via Brent Works partnership.
A year on year reduction in the number of residents with no qualifications, so that by 2020 the figure will consistently be well	Provision of high quality functional skills (e.g. ESOL, English, Maths, IT/ digital)	Brent Start core offer is in functional skills. There is significant demand and a waiting list in ESOL. ESOL is supplemented by significant delivery by CNWL.	To ensure CNWL and Brent Start curriculum is complimentary and that progression is available between Brent Start and higher level CNWL courses.
	Brent Start courses aligned to	Traineeships and SBWAs are	Planning for the 2016/17 curriculum


below the London average	meet labour market demand.	being delivered to respond to employer demand. Much of Brent Start is focussed on entry level core skills such as ESOL, IT, English and Maths, with progression to Brent Works vacancies and CNWL courses.	will continue to focus on courses in demand from the labour market, whilst balancing labour market demand with resident's essential skills needs.
To have a strong focus on addressing inequality by reducing economic and social polarisation within our most deprived neighbourhoods and amongst those residents who are further away from work			
By 2020, the gap in employment levels between priority neighbourhoods and communities and the borough as a whole will be halved.	Place based research, partnerships and action plans developed for all priority neighbourhoods.	Place based research and action plans developed for St Raphael's and Harlesden.	Group of key partners is taking forward action planning for all priority neighbourhoods. Includes a bid to Big Lottery for over £300,000 by place-based lead organisations.
	Targeted community learning programmes in the priority neighbourhoods.	Community Learning programmes primarily focussed on priority neighbourhoods, working closely with key community stakeholders.	Develop responsive courses that meet local community needs and engage residents in formal learning and a pathway to employment.
	Pilot Mental Health Trailblazer projects.	Funding secured by the West London Alliance (covering 7 West London boroughs) to deliver 3 linked mental health pilots.	Procurement due to start in the 2016/17 financial year in Brent. A Task and Finish Group has been established including the Clinical Commissioning Group, council employment and skills service, Adult Social Care, and Jobcentre Plus. It

			will connect IAPT with employment support.
	Explore the viability of testing new approaches to housing register and allocation to ensure the provision of employment support to those with social tenancies	Delayed pending clarification of legislative and policy changes arising from Housing and Planning Bill and other sources. To be reviewed March 2016	
	Explore the viability of testing new approaches to fixed term tenancies which incentivise tenants to participate in employment support	Delayed pending clarification of legislative and policy changes arising from Housing and Planning Bill and other sources. To be reviewed March 2016	
	Integrate housing options, welfare and employment advice at the frontline, including the response to welfare reform.	The Welfare Reform Strategy has identified that the employment and skills provision locally, namely Brent Works partnership and Brent Start, will be used to provide support to affected residents with the ability to work.	A communications strategy for the welfare changes is being launched in April 2016, in advance of the new reforms introduction in Autumn 2016.
	Address childcare being a barrier to sustainable employment.	Childminding pool established to provide flexible childcare at short notice and low cost. Council continues to offer advice via the customer service centre.	The Outcome Based Review will consider the low employment rate of women in Brent (similar to London trend) and the core barriers of flexible and affordable childcare, as well as quality part time employment opportunities.
	Brent council to lead by	Brent Council recruits 33%	Wates, BHP and the council have

	<p>example as recruiter of local residents.</p> <p>Wates to create Skills Academy.</p>	<p>Brent residents.</p> <p>100 apprenticeships being created in 3 years for young Brent residents (16-24).</p> <p>Wates has not yet created the academy.</p>	<p>established a steering group to oversee the creation of the Skills Academy, to invest in local construction skills.</p>
To reduce poverty through employment and progression in work			
<p>There will be year on year reductions in the proportion of residents earning less than the London Living Wage (LLW), which by 2020 will have reduced to below the London average.</p>	<p>To promote to local businesses.</p>	<p>35 Brent businesses [working number] were either accredited or signed-up to the process of accreditation with the Living Wage Foundation in 2015/16.</p>	<p>To continue the promotion of the Living Wage, working in partnership with the Living Wage Foundation. Promote to businesses, VCS, housing associations and schools.</p>
	<p>To ensure LLW is paid through the council's supply chain.</p>	<p>LLW is now council policy. There are exceptions where contracts are not currently paying the LLW.</p>	<p>To review contracts not paying LLW to assess feasibility.</p>
<p>There will be year on year increases in the level of median incomes in Brent, which by 2020 will be well established above the London average</p>	<p>Work with employers to support in-work skills development and career progression</p>	<p>Brent Works working in partnership with Realm to provide an in-work progression programme of traineeships and apprenticeships to LDO businesses.</p>	<p>To utilise the learning of the Realm programme to extend the offer to other sectors and locations, such as Park Royal, via Brent Works.</p>
To secure increased local influence over national and regional employment programmes so as to deliver better outcomes for Brent residents			

By 2020 the performance of the mainstream employment programmes in Brent will be in the upper quartile when compared to the rest of London	Strategic partnership with key providers to drive performance in the borough.	The Employment, Skills and Enterprise Partnership are overseeing performance of the borough and strategy. The partnership includes Jobcentreplus, CNWL, BHP and Lift.	A meeting between the council and Work Programme Prime contractors is arranged to review joint-working. However, the Work Programme is being devolved to local authorities for delivery in approximately October 2017.
	Work with LEP and West London Alliance to secure greater influence in the sub-region and in London.	The West London Economic Prosperity Board has been established with Leaders and Chief Executive Officers to influence LEP and GLA policy	A devolution deal has been proposed for London, with likely management at sub-regional level, for; <ul style="list-style-type: none"> - Adult Education Budget by 2018/19 - The Work and Health programme to replace the Work Programme and Access to Work, by approximately October 2017 - Co-location between Jobcentre Plus and local authorities being explored. - Business rates devolution to the GLA included in the most recent 16th March Treasury budget announcement.

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 Brent	<p>Scrutiny Committee 26 April 2016</p> <p>Report from Director of Resources</p>
<p>For Information</p>	
<p>Impact of the Overall Benefit Cap in Brent</p>	

1.0 Summary

- 1.1 This report identifies the main impacts of the Overall Benefit Cap after 2.5 years of implementation, and the potential implications of the proposed reduction in the cap from Autumn 2016.

2.0 Recommendations

- 2.1 Members are asked to note:-

- 2.1.1 the impacts of the Overall Benefit Cap and mitigation activities undertaken since 2013
- 2.1.2 the forecast impacts of the reduction in the Cap from Autumn 2016 and the proposed strategy to respond to these

3.0 Executive summary

- 3.1 Brent is one of the boroughs most significantly impacted by the Overall Benefit Cap (and welfare reform generally) since 2013. The Council's response to this has been to place a much greater emphasis on employment and skills provision, and the linking of this focus with that of homelessness prevention and Benefits administration.
- 3.2 Considerable resources have been put into mitigation of the Cap, and tracking of affected cases, particularly in the first 18 months of introduction, and these have reaped significant rewards in assisting residents to move into work or relocate. There has understandably been some resistance to relocation outside of the borough but the economic and housing situation makes this option unavoidable in some cases.

- 3.3 Residents have in many cases avoided the cap through their own actions, and to a degree claimants finding employment is reflective of many Benefit claimants' general experience of regularly being in and out of work. However the reductions in the headline figures of those capped does indicate on some level that the cap has delivered the government's intent, though what is less clear is the hidden cost of evictions and potential relocation to unfamiliar areas with limited support networks.
- 3.4 The impacts of the Cap have arguably been less than anticipated, due to a combination of factors; firstly volumes were less than indicated by the DWP; secondly it has provided possible to utilise Discretionary Housing Payments (DHP) effectively to mitigate some of the worst impacts; relatively few capped cases have been relocated although the wider welfare reforms have had a more significant impact on homelessness and relocation generally. Finally significant amounts of resource have been put into both general and targeted mitigation activities and working with affected claimants either directly or through partners eg job brokerage services.
- 3.5 However, the planned lowering of the Cap from Autumn 2016 will present greater challenges to a larger number of claimants; in particular single people will be impacted who will generally not be statutorily homeless if they present to the Council, so there is potential for increased sofa-surfing, street sleeping, mental health and related social issues. The lowering of the cap elsewhere in the country will even make relocating out of London a less viable option.
- 3.6 The effect of austerity and public sector cuts generally means that the Council is now less able to take an interventionist approach with affected claimants and the new Welfare Reform Strategy reflects a greater need to work together with partners, with the Council fulfilling more of a strategic and co-ordinating role, though there will still be intervention on a targeted basis towards the most vulnerable claimants; however, there will be a greater expectation on non-vulnerable claimants to take responsibility for their own outcomes (with appropriate signposting). Finally the Council's limited discretionary funding will have to stretch further and therefore provide less of a safety net for residents in future.
- 3.7 For these reasons the new welfare reform strategy will continue to place employment and skills at the heart of the Council's approach and to integrate the employment and skills offer with homelessness prevention and its overall customer service offer.

4.0 Background

- 4.1 The Overall Benefits Cap (OBC) was introduced by the Department of Work & pensions (DWP) over a six week period in August - September 2013. The cap limits the total amount of welfare benefits which can be received by a household to £500 per week for a couple or family, or £350 per week for a single person with no dependants.

4.2 Most welfare benefits are included in the calculation of the benefit claimant's income, including Housing Benefit (HB), administered by the local authority (but not Council Tax Support). The cap is applied to the claimant's HB entitlement.

4.3 The cap is applicable to all working age benefit claimants unless they, their partner or any children that live with them, qualify for any of these benefits:-

- Working tax credit
- Attendance allowance
- Disability living allowance
- Personal independence payment
- Employment and support allowance (support component)
- Industrial injuries benefits (and equivalent payments as part of a war disablement pension or the armed forces compensation scheme)
- War widow or war widower's pension

4.4 The cap is applicable nationwide but has predominantly impacted on claimants in London and other areas of high rents (and therefore high HB entitlement). Brent is both a high rent area and has significant numbers of large families (and therefore large amounts of other welfare benefits received by claimants), resulting in it initially being the most impacted borough in the country.

4.5 As an illustration, a single parent with three children living in private rented accommodation in the south of Brent may typically receive:

Income Support	£73.10
Child Tax Credits	£170.99
Child Benefit	£48.10
Housing Benefit (A)	£417.00
Total benefit entitlement	£709.19
Amount above cap (B)	£209.19
Housing Benefit after cap applied (A – B)	£207.81

4.6 Assuming the claimant's rent is set at the Local Housing Allowance rate, their shortfall in rent in this example would therefore be £209.19 per week.

4.7 Claimants who are not exempt through disability will generally have limited options: to find work with sufficient hours per week to entitled them to Working Tax Credit (16 hours for a lone parent; 24 hours for a couple; 30 hours for a single person.); move to a cheaper property; fund the rent shortfall themselves or negotiate a reduced rent with their landlord. In the above example, the latter two options are unlikely to be viable.

4.8 In some cases (currently about 11%) the cap is alleviated through the use of Discretionary Housing Payment awards to cover the rent shortfall.

- 4.9 Following the initial implementation exercise in 2013, 1320 cases were capped. (4% of the working age Housing Benefit caseload.) This was actually significantly less than had been predicted by DWP, and was constituted as follows:-

Table 1: Initial capped caseload at 30th October 2013

Temporary Accommodation	454
Private Rented Sector	746
Social Rented Sector	120
Total	1320

- 4.10 This report indicates below the steps taken by the Council to mitigate the impacts of the Cap, in particular through targeted mitigation work in 2013/14 and 2014/15, and via mainstreaming of mitigation activity in 2015/16.
- 4.11 The impact of the cap in Brent has been lower than initially anticipated, although it has still had significant impacts. Among these, the relocation of families outside of Brent has been high profile, but affects only a minority of OBC cases (22 in 2015/16); there are generally broader factors including the wider welfare reforms (especially Local Housing Allowance caps) and the lack of affordable accommodation in Brent which have impacted on homelessness and the need to rehouse families outside the borough; OBC itself has played a relatively small part in this and the majority of resolved cases have been through employment.
- 4.12 The following table shows the capped caseload at 31st March 2016, and a marked reduction achieved since the introduction of the Cap. The table also indicates the number of cases which are currently supported by ongoing awards of Discretionary Housing Payments (DHP):-

Table 2: Capped cases as at 31st March 2016

	Temp Accom	Private Rented	Social Rented	Total
Total Capped Cases	87	434	133	654
Average new caps per month 2015/16	12	33	14	59
Average caps removed per month 2015/16	16	40	15	71
Breakdown:				
DHP award covering shortfall	36	10	28	74
Capped £0-£9.99	13	55	22	90
Capped £10-£24.99	11	148	20	179
Capped £25-£50	8	75	37	120
Total Capped Under £50/week	32	278	79	389

5.0 Response to OBC

- 5.1 The Council's response to OBC (and welfare reform generally) has been a much greater emphasis on employment and skills across the Council, and the linking of this focus with that of homelessness prevention and Benefit administration. Initially, this was centred around a multi-agency, co-located team comprising officers from Housing Benefit, Housing Needs, Employment Navigators, Jobcentre Plus and Citizens Advice Bureau. This team worked with affected claimants in advance and following OBC implementation, providing advice and assistance, particularly related to employment support and the prevention of potential homelessness, through negotiation with landlords or relocation to cheaper accommodation, often outside of the borough. In 2012 and 2013 the Council also undertook a significant publicity campaign on both a general and targeted basis.
- 5.2 Of key importance was the need to engage and work with partner organisations and this was co-ordinated through the early establishment of a partner network group including the voluntary sector (eg CAB, Lift, Advice 4 Renters), community groups (eg Help Somalia Foundation) and Registered Social Landlords. This has enabled mitigation activity to be planned and joined-up across the borough as a whole, as well as providing a valuable forum for information sharing. The group has met monthly since the introduction of the first welfare reforms and will be an even more important element of mitigation strategy in future.
- 5.3 The co-located team was largely resourced through temporary funding provided by DWP and DCLG, and the Council's own funding of the Employment Navigators. All team members provided basic advice on employment, housing and welfare issues, with specialist intervention for claimants furthest from the job market provided by Employment Navigators, and referrals to two job brokerage schemes, provided by Ashford Place and Lift and funded through the DWP Flexible Fund and Discretionary Housing Payments, which provided support in job seeking, writing CV's, interview skills etc.
- 5.4 Collectively the job brokerage schemes supported 250 residents of whom 37% secured employment, above the industry standard. Furthermore 94% of claimants sustained their employment for 13 weeks and 85% for 26 weeks.
- 5.5 The Housing Needs team focused specifically on households in Temporary Accommodation (TA) affected by the Cap, working with Housing Associations to maintain tenancies and to secure accommodation outside the borough. For claimants unable to secure employment, even after engaging in job brokerage, the team procured properties and arranged relocation to alternative affordable accommodation outside borough
- 5.6 Discretionary Housing Payments (DHP), funded by DWP were utilised to mitigate some impacts of the cap and were used primarily to incentivise desired behaviours (eg support whilst seeking work, or help with moving costs) or as a safety net for the most vulnerable claimants impacted.
- 5.7 In the 2.5 years since initial implementation of OBC, the Council's response has become less specialised and more integrated into mainstream activity. The

Employment Navigator team, and the temporary Housing TA team for OBC Mitigation, ceased from 2015, at which point TA mitigation was mainstreamed with other TA work. Resources have also been reduced within the Benefit Service's Welfare team.

6.0 Impacts

First 12 months

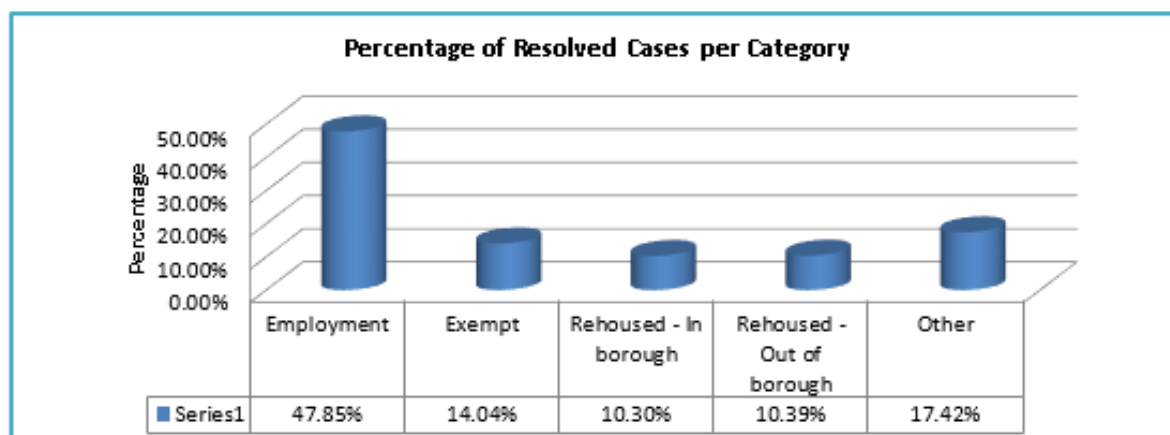
- 6.1 Over the first year of implementation, to 31st August 2014, 2,322 households were capped. It should be noted that Benefit claimants often move between periods of employment and unemployment, so caps will periodically come off as a claimant starts work, to be reapplied when they become unemployed again.

Table 3: Caps applied to 31st August 2014

Cap Difference (£ p/w)	Number of New OBC Cases	% of OBC Cases
Upto £50.00	1133	48.79%
£50.01-£100.00	518	22.31%
£100.01-£150.00	266	11.46%
£150.01-£200.00	150	6.46%
£201.00-£250.00	106	4.57%
£250.01-£300.00	55	2.37%
£300.01-£350.00	28	1.21%
£350.01-£400.00	33	1.42%
£400.01+	33	1.42%
Total	2322	100.00%

- 6.2 As the table shows, 49% (1133) of these cases had caps of less than £50.00 per week (albeit still a significant amount for a benefit claimant), though 11% (255) were impacted by over £200 per week. A particular challenge related to households in Temporary Accommodation, where rents are often higher than elsewhere and where the Council owes a statutory duty to rehouse claimants. This led to the Council having to pursue a policy of utilising temporary accommodation – and permanent offers – outside of the borough.
- 6.3 Lone parents represented over half (53%) of the cases capped and households with dependants accounted for over 77% of all cases. Single claimants were less likely to be capped as they were likely to be living in smaller properties and so entitled to less benefit. In terms of ethnicity, claimants from the black ethnic group were disproportionately impacted by the OBC, relative to their proportion of the overall HB caseload.
- 6.4 In the first year, when engaged by officers in the co-located team, some 488 customers advised that they were addressing the shortfall themselves, and a further 1,068 managed to resolve their situation, through employment (48%), relocation (21%) or exemption (14%).

Chart 1: Resolutions of OBC cases up to 31st August 2014



- 6.5 Almost 50% of households meeting the shortfall themselves were lone parents, and of the cases resolved through employment, 57% were lone parents and 38% couples with dependents, reflecting their disproportionate capped status compared to the overall caseload. Similarly, the black ethnic group, though most impacted by the cap, also had disproportionately high resolutions through employment or relocation.

2015 / 2016

- 6.6 From April 2015, OBC mitigation has largely been assimilated into mainstream activities within Housing Needs and Benefits / Customer Services. Core activity is centred around an integrated approach between Housing Needs, Employment & Skills and Benefits, but increasingly a more targeted approach is being developed working the most vulnerable claimants, eg with colleagues in Mental Health or Working With Families services, and partners in the voluntary sector and social housing provision.
- 6.7 There are a range of challenges faced in these areas some of which are highlighted below.

7.0 Housing

Lack of affordable accommodation in the borough

- 7.1 The council currently projects to achieve an average of less than 750 general needs social housing lettings per year over the next four years, with the number of vacant larger properties a small proportion of this figure. These figures are likely to worsen over time by the forthcoming Housing and Planning Act provisions to sell off council and housing association properties.
- 7.2 Private rented accommodation is also increasingly unaffordable to low income households claiming Housing Benefit, with the difference between median rent levels and Local Housing Allowance for a 2-bed property at £194 per week in

the north of the borough and £413 per week in the south¹. Again, this position will worsen, as LHA levels have been frozen for four years by the government, not to mention landlords' possible increasing reluctance to let to Benefit claimants as more tenants are affected by the OBC or the introduction of Universal Credit.

- 7.3 Over 50% of homelessness acceptances in Brent are now due to the loss of a private rented sector tenancy with the number of acceptances due to the loss of an assured shorthold tenancy more than quadrupling since 2009/10.

Large numbers of households in TA and the need to reduce this

- 7.4 The council currently has just under 3,000 households living in temporary accommodation, the fourth highest in the country, and including over 5,000 children. This includes the use of expensive and unsuitable Bed & Breakfast accommodation, hostel accommodation with shared facilities, and other nightly paid accommodation which is not fully covered by Housing Benefit and is subsidised by the Council at an unsustainable cost.

- 7.5 Efforts to reduce the number of households in temporary accommodation are made more difficult by the lack of social housing lets and the difficulty and expense of securing affordable private rented sector accommodation at LHA level rents.

- 7.6 There are a number of measures the Council is already taking or planning to take to help remedy this situation, and reduce the use of temporary accommodation, initially targeting the most expensive and unsuitable schemes. A Temporary Accommodation Reform Plan is being drafted that identifies the main potential areas of improvement. These are outlined below:

- Roll Out of the "Find Your Home" programme, which aims to prevent homelessness by intervening early and empowering households threatened with homelessness to access accommodation in the private rented sector (PRS) in areas they can afford
- Improved procurement of accommodation to prevent homelessness or end a homelessness duty, by reviewing and redesigning the PRS procurement model
- Acquisition of a large portfolio of long term PRS accommodation in which to be able to accommodate homeless households at LHA rates into the future.
- Development of new build LHA rent PRS accommodation

- 7.7. It is difficult to reach a clear conclusion about future levels of homelessness demand leading to a need for temporary accommodation. However there are good reasons to think that homelessness pressures from the PRS will increase

¹ <https://www.gov.uk/government/statistics/private-rental-market-statistics-may-2015>

significantly with the freeze in welfare benefits for the next four years against likely continued rises in market rents, coupled with a lowering of the overall benefit cap and restrictions on young people's ability to rent privately if they are claiming housing benefit

- 7.8.. However, despite this forecast of increased demand the implementation of Temporary Accommodation Reform Plan will significantly reduce the Council's use of temporary accommodation over the next five years.

8.0 Employment and Skills in Brent

- 8.1 Over the past 15 years Brent's unemployment rate has consistently been 1-3% above the London level; it is currently 2.4% against the London average of 1.9% and 1.8% in the UK. Recent trends however show a closer convergence between Brent and the London and West London figures. This is perhaps a reflection of both improved attainment by existing residents as well as increasing in-migration of an economically active population as house prices continue to spiral across Brent, as well as a more concerted and strategic approach to employment from the Council and its partners.
- 8.2 Notwithstanding this, of particular concern is the 27.1% of working age people who are economically inactive and not seeking employment (based on the ONS Annual Population Survey) - mainly those people unable to work due to a long-term health condition or because they are looking after family or home, although there is also a high number of students in full time education.
- 8.3 The headline level improvements at Borough level tend to mask a more mixed picture at ward-level. In June 2014, unemployment rates varied between 1.3% in Kenton to 9.5% in Harlesden. Over the past twenty years, some wards and neighbourhoods have exhibited a consistent pattern of entrenched and high unemployment, coupled with other indicators of deprivation. There is a particularly striking correlation with the concentrations of social housing in Brent – South Kilburn, Stonebridge, Church End, Roundwood and Chalkhill are all unemployment hotspots.
- 8.4 7.8% of Brent residents have no qualifications, the same as the London proportion.
- 8.5 In an increasingly competitive labour market, the level of formal qualifications and skills achieved becomes even more critical to people's ability to secure meaningful and well paid work. Between 2008 and 2013, the proportion of the working age population with various levels of NVQ in Brent increased, while the proportion with no qualifications remained consistent at 8% (very close to the London average). It is difficult to be clear how much of this improvement is down to the inwards-migration of well qualified and highly skilled new residents.
- 8.6 As with unemployment, ward-level analysis shows concentrations of residents with no qualifications, with Stonebridge and Harlesden recording 26.8% and

22.6% respectively. Clearly the lack of a recognised qualification is increasingly likely to reduce the chances of an individual securing sustained employment.

8.7 In late 2015, a new Job Brokerage contract was tendered and awarded to Reed

Employment; this seeks to assist 100 residents on Housing Benefit, 80% affected by welfare reform, to find sustainable work. The Employment & Skills offer now also includes:-

- The 'Brent Works' offer, including;
 - Job and apprenticeship brokerage
 - CV writing, interview skills
 - Adult education / work-focused courses
- Place-based support:
 - The Living Room (St Raphael's) offer
 - Other place-based provision, such as Hyde Housing employment support in Stonebridge, or Catalyst Housing in Church End.
- Specialist support:
 - Referrals can be made by Brent Works to a wider range of specialist support (through the CVS or private providers), such as responding to mental health needs.

9.0 Discretionary spending

9.1 The Benefit Service administers two discretionary funds which are for the alleviation of hardship for benefit claimants, not exclusively aimed at those affected by welfare reforms, but heavily utilised by those claimants:-

- The **Local Welfare Assistance (LWA) scheme** has no base budget but is currently being administered from reserves accumulated from underspends in the previous two years. LWA provides emergency payments to vulnerable residents in crisis situations or for large one-off costs (eg white goods). A review is under way to establish a more sustainable long-term provision for assisting residents in crisis, potentially via a voluntary sector partner.
- The **Discretionary Housing Payment (DHP)** fund has an annual government grant (which authorities may supplement with their own funds) to assist Benefit claimants (on HB or UC) who are experiencing hardship through housing-related costs. Priority areas are reviewed at least annually, with Lead Member oversight, and are aimed at encouraging desired claimant behaviour (eg seeking work) or as a safety net for the most vulnerable. Payments may be one-off (eg costs associated with moving to a more affordable property) or ongoing for prescribed periods (eg paying the shortfall in rent while the claimant undertakes a job brokerage course; or assisting a particularly vulnerable claimant to avoid homelessness).

Table 4: DHP expenditure by category in 2015/16

Reason	Total	
	Number of awards*	Amount
Bedroom Tax downsizing incentive	49	£74,938.80
Bedroom Tax shortfalls	1195	£469,901.88
Childcare assistance	305	£64,378.07
'Find your home' Strategy – assistance with moving etc	16	£38,365.02
Employment assistance	230	£66,839.41
Job brokerage	85	£69,151.19
Landlord incentives / Private sector shortfalls	293	£612,839.13
Non-TA shortfalls / relocation	78	£73,638.13
Vulnerable / subject to circumstances of the case	447	£349,156.00
Temporary accommodation (TA)	659	£823,570.92
Universal Credit	6	£4,776.97
Grand Total	3363	£2,647,555.52

*Some cases will have more than one award during the year

9.2 Brent's DHP budget has fallen from £4.8M in 2013/14 to £2.6M in 2015/16. The

national pot will increase by 20% in 2016/17, but Brent's share will only rise by 10% to £2.9M, despite a much larger projected increase in capped cases this year (see below).

10.0 Lowering of the OBC from Autumn 2016

10.1 A further set of welfare reforms were announced in the Summer Budget 2015 and Autumn Statement / Comprehensive Spending Review 2015, and will present a range of challenges for Brent residents, the Council and its partners from 2016 onwards.

10.2 One of the most significant new reforms is the reduction in the OBC to £23,000

in Greater London (and £20,000 elsewhere in the country). (Lower rates apply for single claimants.) In Brent, this means a weekly reduction from £500 to £442 for families; and from £350 to £296 for single claimants. The reduced cap will be rolled out in Autumn 2016.

10.3 The new proposed amounts are summarised in the table below:

Table 5: Reduced Benefits cap limits

Benefit Cap Limits—per week				
	Outside Greater London		In Greater London	
Situation	Current	Proposed	Current	Proposed
Single	£350	£257.69	£350	£296.35
Lone Parent	£500	£384.62	£500	£442.31
Couple	£500	£384.62	£500	£442.31
Couple with children	£500	£384.62	£500	£442.31

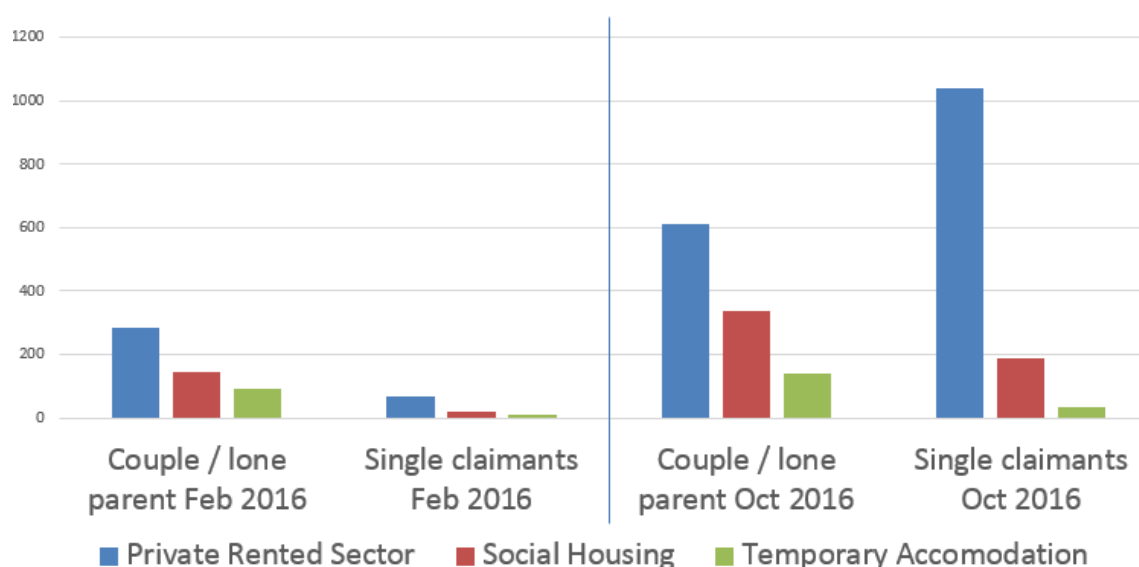
- 10.4 Although the Greater London caps will apply to Brent residents, claimants and officers will also have to be mindful of the caps outside of London if relocation is being considered. The reduced caps outside London will make any “better off” calculation more marginal and will have a significant impact on Temporary Accommodation and homelessness discharges in particular.
- 10.5 Forecasts of future impacts were undertaken in January 2016, when there were 621 currently capped claims. (As already indicated, there is fluctuation in number of caps at any time.) Officers predict that when the OBC is reduced, the number of households capped will increase to 2,353 capped claims², an increase of 279%. (Clearly any currently capped cases will incur a further cap of £57.69 per week.)
- 10.6 The tables below provide the number of claims that will be capped under the new cap thresholds and how by how much based on current incomes.

² Reporting subject to potential variance of 10% and to a range of assumptions regarding claimant incomes. Assumptions do not take into account of the other combined Welfare Reform changes taking affect from April 2016, which by decreasing various benefit entitlements may reduce the number of capped cases and / or the weekly capped amount.

Table 6: current and projected caps by weekly capped amount

Capped amount	Current cap				Projected cap			% increase
	Couple / lone parent	Single	Total		Couple / lone parent	Single	Total	
£0.01 to £25.00	238	26	264		380	287	667	153%
£25.01 to £50.00	69	58	127		106	778	884	596%
£50.01 to £100.00	89	14	103		375	180	555	439%
£100.01 to £200.00	80	2	82		143	19	162	98%
£200.01 to £300.00	31	0	31		60	1	61	97%
£300.01 or more	14	0	14		24	0	24	71%
Total:	521	100	621		1088	1265	2353	279%
% of total	84%	16%			46%	54%		
% increase					109%	1165%	279%	

Chart 2: current and projected caps by tenure



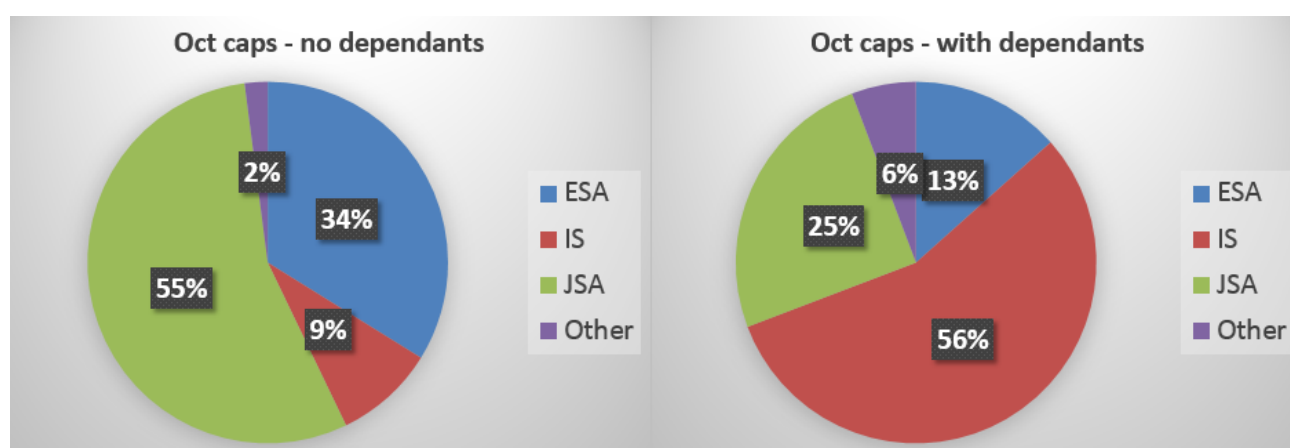
10.7 As can be seen from the table and chart above, the increase in capped cases is most significant amongst single claimants, particularly in the private sector (and aged over 35 - below this age claimants are already subject to restrictions). There are also significant rises in the Social Rented Sector and Temporary Accommodation, though from smaller baselines. Two thirds of claimants are affected by up to £50 per week, itself a significant amount especially for single claimants, while a further 30% are affected by between £50 and £200 per week.

10.8 Further segmentation of the cases forecast to be affected by the Cap indicates:-

- 55% of single claimants (without dependants) are on Jobseekers Allowance and therefore arguably closest to the job market. However 34% are on Employment & Support Allowance (ESA) and 11% on Income Support (IS) or other income and likely to find it harder to secure work
- 81% of families affected are single parents, of whom 66% are on IS and 10% on ESA
- Only 14% of affected two-parent families are on IS, with 27% on ESA and the remainder evenly split between JSA and other incomes.

10.9 An overview of affected claimants' income types is displayed in the following tables. This segmentation will be employed in the welfare reform strategy to provide targeted support to different claimant cohorts, and distinguish, in general terms, the amount of support required.

Chart 3: Forecast OBC by income type



11.0 Welfare Reform Strategy

11.1 A new Welfare Reform strategy has been developed via a coordinated cross-Council approach, and with external partners, to provide a joined-up response to the new reforms, linking together existing and planned initiatives from the Council and its partners. It aims to provide a coherent link between activities and organisations and a clear set of deliverable activities in support of affected residents. In particular it focuses on mitigating the impact of the reduced OBC and equipping claimants for the migration from HB to Universal Credit (UC).

11.2 The new welfare reform strategy reflects a greater need for the Council to work together with partners, with the Council fulfilling more of a strategic and co-ordinating role than the previous interventionist approach, although there will be

still be intervention on a targeted basis towards the most vulnerable residents. Welfare reform mitigation will also be delivered far more within mainstream service delivery than the previous specialised approach.

11.3 The strategy places employment and skills at the heart of the Council's approach and seeks to integrate the employment and skills offer with its overall customer service offer. This will apply to resident interactions generally but will be most evident in an integrated approach between Employment & Skills, Housing and Customer Services, with partner provision from Citizens Advice Bureau and DWP, in the Customer Service Centre at the Civic Centre.

11.4 The priorities of the strategy are:-

- To target assistance for those potentially affected by the Overall Benefit Cap (OBC) who are most vulnerable and / or likely to present a future statutory duty (priority need) on the Council
- To promote employment as the preferred route out of poverty and welfare dependency, and where this is not possible, to take a preventative approach to potential homelessness to minimise a statutory duty later
- To ensure a smooth handover from claiming HB to UC (with specific assistance for certain aspects of UC or for vulnerable cohorts)
- To make general information and advice available to all affected claimants (with appropriate signposting to partner agencies)

11.5 The strategy also incorporates the Council's approach to Council Tax Support (which has remained unchanged for 2016/17 despite further national restrictions to Housing Benefit), and is explicitly linked to Council strategies on Financial Inclusion, Advice provision and the Outcome Based Reviews of Employment & Welfare Reform and Housing Vulnerable Adults.

11.6 With regard to OBC, the strategy will specifically target vulnerable residents for assistance. A definitive list is being developed, but will include those residents in the following cohorts:-

- Working With Families
- Mental health
- Substance abuse
- Children with disabilities
- Children with a child protection plan
- Families in Temporary Accommodation or at risk of statutory homelessness
- Claimants with learning difficulties or physical disabilities

11.7 In some cases, of course, these claimants' personable circumstances may make them exempt from the OBC.

11.8 The main areas of the overall Welfare Reform strategy are to provide affected claimants with:-

1. General advice and assistance
2. Details of and access to the Council's Employment and skills offer
3. Access and referral to debt, budgeting and other specific advice
4. An integrated offer in the Council's Customer Service Centre linking Benefits, Housing and Employment advice
5. Proactive assistance to address housing and homelessness issues relating to welfare reform
6. Financial assistance for the most vulnerable (eg through DHP)
7. Specific mitigation activities related to the Overall Benefit Cap
8. Specific mitigation activities related to key aspects of Universal Credit

11.9 The strategy broadly relies on the segmentation of the OBC (and UC) caseload. General advice will be available to all claimants via a central information hub (on the Council's website) and associated digital media alerts; similarly basic advice and information will be delivered proactively through mainstream contacts from officers in various council departments. The expectation will be that relevant officers across the Council initiate contact to impacted claimants.

11.10 More specifically, those claimants vulnerable through Mental Health, Working With Families, addiction issues etc and / or likely to present a future statutory demand on the Council will be prioritised for more dedicated support. The greatest impacts of the Cap also coincide broadly with the Council's priority neighbourhoods and will enable more targeted mitigation through the place – based support indicated in paragraph 8.7 above. The Benefit Service will provide relevant data and information to Council colleagues or external partners to enable them to deliver both the central messages and add and interpret this through the prism of their own service provision, thus providing tailored specialist support for claimants.

11.12 The principal pathways will be to employment support or, where this is not a viable solution, proactive homelessness prevention work. Specific tailored messages will be provided to different cohorts within the OBC and UC groups (eg differing messages for single claimants / families on JSA / ESA / IS).

11.13 As mentioned previously, Brent's DHP budget is only increasing by 10% in 2016/17, despite a forecast increase of 279% in capped cases. The impacts of increasing demand and reduced funding per head, may mean many more residents will have to resolve their situation without Council assistance, and indeed some current recipients of DHP may find their awards reduced or ended.

11.14 More detail of the overall provision within the eight categories mentioned above is provided in Appendix A

12.0 Conclusion

12.1 Brent has been one of the boroughs most significantly impacted by the Overall

Benefit Cap (and welfare reform generally) since 2013, although volumes were less than originally anticipated by DWP. The Council's response to this has been to place a much greater emphasis on employment and skills provision, and the linking of this focus with that of homelessness prevention and Benefits administration.

- 12.2 Considerable resources have been put into mitigation of the Cap, and tracking of affected cases, particularly in the first 18 months of introduction, and these have reaped significant outcomes in assisting residents to move into work or relocate. The Council has also utilised DHP effectively to mitigate some of the worst impacts
- 12.3 The reductions in the headline figures of those capped does indicate on some level that the cap has delivered the government's intent, though what is less clear is the hidden cost of evictions and potential relocation to unfamiliar areas with limited support networks.
- 12.4 Relatively few OBC cases have been relocated outside the borough as feared, however the wider welfare reforms have had a more significant impact on homelessness and relocation or housing offers outside London generally are now common practice.
- 12.5 However, the planned lowering of the Cap from Autumn 2016 will present greater challenges to a larger number of claimants, in particular single people will be impacted who will generally not be statutorily homeless, so there is the potential for increased sofa-surfing, street sleeping, mental health and related social issues. The lowering of the cap elsewhere in the country may also make relocating out of London less viable.
- 12.6 The effect of austerity and public sector cuts generally means that the Council is now less able to take an interventionist approach with affected claimants and the new welfare reform strategy reflects a greater need to work together with partners, with the Council fulfilling more of a strategic and co-ordinating role. There will be a greater expectation on non-vulnerable claimants to take responsibility for their own outcomes (with appropriate signposting). Finally the Council's limited discretionary funding will have to stretch further and therefore provide less of a safety net for residents in future.
- 12.7 For these reasons the new welfare reform strategy will continue to place employment and skills at the heart of the Council's approach and to integrate the employment and skills offer with homelessness prevention and its overall customer service offer.

Background Papers

Appendix A – Detail on key areas of the new Welfare Reform strategy

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Welfare Reform Strategy – detailed offer

Within the objectives and general approach outlined in the report, the strategy will have a number of interrelated strands each with a number of specific deliverables and a defined customer offer:-

1. Advice and awareness

The preferred method of providing information to the majority of claimants will be digitally. The Council will provide:-

- A central information hub – on the Council’s website – providing regularly updated general advice, case studies, better off calculations etc; all other communications – electronic where possible – will direct residents to the information held on the website
- Targeted advice to those at risk of the OBC or specific aspects of UC (eg requiring bank accounts) – principally delivered via electronic means (texting, email, twitter)
- Provision of a basic “welfare reform health check”: (eg Are you receiving the increased minimum wage? Will you be capped? Do you have the necessary digital / budgeting skills? etc);
- Publicity regarding claiming benefits and reporting changes promptly (to avoid losing out from changed backdating rules, etc)
- Publicised pathways to partner services
- A toolkit of information and materials (presentations, leaflet designs etc) for partner and community organisations in order that they can deliver key messages to users of their services

2. Employment & skills offer

- The ‘Brent Works’ offer, including;
 - Job and apprenticeship brokerage
 - CV writing, interview skills
 - Adult education / work-focused courses
- Place-based support:
 - The Living Room (St Raphael’s) offer
 - Other place-based provision, such as Hyde Housing employment support in Stonebridge, or Catalyst Housing in Church End.
- Specialist support:
 - Referrals can be made by Brent Works to a wider range of specialist support (through the CVS or private providers), such as responding to mental health needs.

3. Debt and budgeting advice

The offer will include:-

- Referral to partner agencies providing support and assistance via the Council's new model for independent advice and guidance services in Brent
- Signposting to the 'single brand' digital advice gateway providing independent advice on Money and Debt (as well as Employment, Housing, Benefits, Immigration, Health and Wellbeing)
- Referral where appropriate to an appropriate provider for further support.

4. Integrated Customer Service Centre (CSC) offer

While the overall emphasis is on providing messages digitally without claimants needing to come into the CSC, those that do visit provide an opportunity to further disseminate information. The CSC offer will include:-

- The establishment of a permanent triage service combining benefits, employment and housing advice
- All relevant CSC interviews (eg Benefits, Housing Needs) to provide information on routes out of unemployment and / or referrals to a specialist employment advisor
- A front-line "welfare reform health check" to identify whether claimant likely to be affected by the reforms; whether their wages are below minimum wage, etc - with appropriate advice
- Claimants on benefit identified as having eight weeks' rent arrears, referred to Housing Needs for homeless prevention and to Employment advisors
- The CSC to provide resources for claimants to self-serve and also seek specialist advice via public and voluntary sector partners on a co-located or surgery basis, including JCP, CAB, Brent Start, Brent Works, etc
- Information-gathering of claimant need via front-line staff to target assistance and information at a later date

5. Housing strategy

The Housing offer will principally include:-

- Proactive work with "at risk" households to prevent homelessness by negotiation with the landlord. If it is not possible to prevent claimants from being evicted, advice will be given to help them secure alternative accommodation.
- For those who cannot afford to live in Brent, assistance in relocating to areas outside of Brent where cheaper accommodation is more readily available
- For those unable to afford to live in self-contained accommodation (eg single claimants aged over 35 in private sector accommodation), information provided about accessing shared accommodation.
- For claimants living in social housing and affected by the "bedroom tax", access to a financial incentive to move to a smaller property.

6. Financial assistance for those most in need

Various forms of financial assistance will be available for the most vulnerable residents:-

- DHP for housing costs / rent shortfalls (subject to funding) – help if claimants have to move house or while they are attempting to find work; help with the bedroom tax for the most vulnerable claimants who are unable to downsize (as in current policy)
- LWA – the Council will review the scheme to look at alternative approaches that provide the most appropriate sustainable support for residents in crisis, with a view to working more closely with partners and / or within the community
- CTS –
 - current scheme maintained into 2016/17 despite cuts in other welfare benefits
 - review of scheme for 2017/18 to ensure the Council's financial resources are targeted at those most in need

Due to their specific nature, having greater clarity of the cohorts affected and mitigating actions which can be taken, OBC and UC will have more specific mitigation action plans:-

7. Overall Benefit Cap – specific activity

- (a) OBC mitigation will include general awareness-raising, followed by a targeted, segmented approach:-
- Prevention for impacts in the PRS – advance publicity / work through partners
 - Mitigation for claimants in Temporary Accommodation in line with TA strategy
 - Assistance to Social Rented Sector partners to work with / mitigate impacts for their own tenants (eg providing data to BHP and RSL welfare or income collection teams)
- (b) Mitigation / engagement plans will also to be segmented by claimant type, eg-
- different messages to JSA, ESA, IS claimants who may differ in their closeness to the employment market, eg:-
 - those who can self-serve to find work
 - those nearly job-ready requiring minimal support
 - those who are unlikely to be able to find work and may need a housing solution
 - focused support for the most vulnerable claimants or those likely to be priority need, generally speaking those on ESA or IS rather than JSA

- (c) A joint approach with JCP will be proposed, including:-
 - Discussion of housing issues at work-focussed interview
 - Potential co-location in CSC on surgery or broader basis
- (d) There will also be signposting to Brent Advice Matters; other generalist or specific advice – CAB, Drug action team, faith groups, food banks and other WR network partners – and potential links to licensed HMO landlords to provide signposting for single homeless (non-statutory)


8. Universal Credit – specific activity

The UC rollout plan will include:-

- (a) Targeted awareness as different cohorts go live (subject to DWP rollout plans)
- (b) Targeted advice to specific cohorts –
 - Claimants with post office accounts (853) who need to set up new bank accounts
 - Claimants currently on direct payments to landlords (18,198)
 - Advice provided to claimants moving from HB to UC regarding how they need to deal with UC in future (currently about 15 per month)
- (c) Landlords
 - To conduct a Direct Payment pilot in the social sector
 - To engage with the private sector to sustain PRS properties for claimants for as long as possible

(There are potentially conflicting objectives between different landlord cohorts; RSL's may be keen to trial direct payments so they can gear up their rent collection procedures in advance of UC implementation. However, in the private sector, UC is likely to be viewed very differently and potentially – along with OBC – as a further reason for landlords to exit the Benefits rental market.)

- (d) To negotiate with DWP (via the Delivery Partnership Agreement, or Universal Support – Delivered Locally mechanisms) for adequate provision for local needs including personal budgeting advice.
- (e). Segmentation of caseload and identification of needs regarding digital ability, budgeting skills, employment advice, and signposting of claimants to appropriate agencies for assistance. Extent partially dependant on DWP funding)

 <p>Brent</p>	<p>Scrutiny Committee 26 April 2016</p> <p>Report from the Director of Community and Wellbeing</p>
<p>For information</p>	<p>Wards affected: ALL</p>
<p>Housing Pressures in Brent</p>	

1.0 Summary

- 1.1 This report provides an overview of the housing pressures in the borough, updating the report provided to Scrutiny Committee in March 2015. It considers developments since then, in particular the potential impact of the Housing and Planning Bill and related government initiatives and steps taken by the council to address the pressures identified in the earlier report.

2.0 Recommendation

- 2.1 Members are asked to note this report and consider any recommendations for further action.

3.0 Background

- 3.1 Brent's current population of 325,300 is projected to increase by a further 17,000 by 2020 and demographic change is a key factor in rising demand for housing and consistent house price and rent growth. Alongside this, the pattern of tenure shift has been maintained, with the private rented sector growing, mainly at the expense of owner occupation, and now housing around 35% of Brent's households.
- 3.2 The fundamental issue nationally and in London in particular is the failure of new supply, across all tenures, to keep pace with demand. In turn, this has exacerbated problems of affordability in the private purchase and rental markets and, in the case of the latter, welfare reform and restrictions on Housing Benefit have added to the problem. Homelessness applications and acceptances have grown across London, with a particular growth in evictions from the private rented sector (PRS). The growth of the PRS, while making an important contribution to meeting housing demand, is also a source of demand pressure through evictions and service pressures as the council responds to the need to raise standards and improve management. In summary, the sources of housing pressures in Brent and London as a whole have not

changed since the last report to this committee. The key change since 2015 is the clarification of the government's housing priorities and the national policy direction will be the main factor influencing the council's ability to respond.

- 3.3 Housing and housing supply in particular has been an increasingly important focus for political debate and the government has responded through a range of policy proposals and initiatives, the majority of which are set out in the Housing and Planning Bill currently passing through parliament. The Bill and related matters are considered in more detail below but it is important to stress that detail is still lacking in many areas and will only be provided through further consultation and the publication of regulations and guidance. At the time of writing, the Bill is at a crucial stage and a number of amendments have been made by the Lords, by both government and opposition. Some of these may be overturned when the Bill returns to the Commons and it is therefore difficult to assess the full implications accurately. The bill is expected to become law in May 2016.

4. Detail

4.1 Housing Market and Affordability

- 4.1.1 House prices continue to rise. The Land Registry House Price Index (March 2016) shows an annual increase on 11.2% and 0.4% in the previous month, with an average price of £478,285, compared to the London average of £530,368. While this appears to indicate that Brent is relatively affordable, the London figure is distorted by very high values in the centre, so it may be more helpful to consider the house price to income ratio as a more realistic measure. In Brent, this has remained at around 1:14 for some time, with the latest data from GLA Economics indicating that it was at 1:13.92 as at December 2015.
- 4.1.2 The government's response is centred on increasing home ownership. The Autumn Statement announced a doubling of the Housing budget 2018-19 to support delivery of 400,000 affordable housing starts by 2020-21. 200,000 of these will be starter homes, for which provision is made in the Housing and Planning Bill. In addition, there is a target for 135,000 homes via the new Help to Buy: Shared Ownership, open to households earning less than £90,000 in London while 'London Help to Buy' will offer a 40% equity loan. While the need to open up home ownership opportunities for those whose reasonable expectation of house purchase is increasingly thwarted by high prices, numerous concerns have been raised. In London in particular, there are doubts as to whether the 20% discount available on starter homes will make them affordable, while the lack of any income limit or ability for local authorities to influence access to the product means that they are not well targeted to those on lower or middle incomes who might benefit most. Similar doubts apply to the other new initiatives such as Help to Buy. Concerns have also been raised at the proposed inclusion of starter homes in the definition of affordable housing set out in the National Planning Policy Framework and the proposal for a "starter homes requirement" of 20% on all but the smallest sites. This approach is likely to have a significant impact on the ability to deliver affordable rented housing through S106 agreements and is considered further in the section on supply below.

- 4.1.3 The rental market has also seen consistent price growth, fuelled in part by demand from those who might previously have expected to buy. The ONS Rental Prices Index indicates a median rent for a two bedroom flat in London of £1450 a month as at February 2016; in the twelve months to February 2016, rents rose by 3.8%, compared to an English average of 2.8%. An ONS study in 2015 indicated that tenants in Brent are, on average, spending over 50% of their income on rent; most assessments of affordability suggest that 30-35% is a manageable level.
- 4.1.4 The government's proposals on the PRS are considered further below, but with regard to rents and affordability, the continuing welfare reform agenda is most relevant here. From autumn 2016 (date yet to be confirmed) the Overall Benefit Cap will reduce to £23,000 in London. Currently, 621 Brent households are affected by the cap but the reduction is projected to increase this number to 2,353, of whom 1,650 will be private tenants. A four year freeze on working age benefits from 2016 will include the Local Housing Allowance rate, imposing further affordability problems for households claiming HB. In addition, it is proposed that, from 2017, automatic entitlement to HB for non-working 18-21 year olds will cease, although there will be some exemptions, details of which are yet to be announced. It is difficult to be precise at this point, but it is expected that these changes will increase homelessness and exacerbate landlord reluctance to let to households claiming HB.

4.2 Homelessness

- 4.2.1 The previous report noted the rise in applications and acceptances and, while numbers have remained more or less static during 2015/16, they are still much higher than in earlier years. Within the total, the highest proportion is households evicted from the PRS. High rents, the impact of welfare reform and landlord caution over letting to claimants have all contributed to this rise and further welfare reform is likely to impose additional pressure. These factors also limit the council's ability to secure suitable and affordable PRS accommodation for the temporary or permanent discharge of homelessness duties and out-of-borough placement of homeless households has continued as a result.
- 4.2.2 The Housing Strategy sets targets to reduce the number of homeless applications to below the London average by 2019 and to reduce the numbers in temporary accommodation to the London average by the same date and the previous report noted proposals for a fundamental review of temporary accommodation, aiming to reduce reliance on it over the lifetime of the strategy.
- 4.2.3 On 14th March 2016, Cabinet approved a report setting out a range of proposals to address homelessness pressures and accompanying costs through a Temporary Accommodation Reform Plan. The key features of the Plan are:
- Roll Out of the "Find Your Home" programme, which aims to prevent homelessness by intervening early and empowering households threatened with homelessness to access PRS accommodation.

- Making all Stage 1 temporary accommodation self-contained by planned development of identified sites in Brent.
- Improved procurement of PRS accommodation to prevent homelessness or end a homelessness duty, by external commissioning and through a pilot project with other West London boroughs.
- Acquisition of a large portfolio of long term PRS accommodation in Brent and the Home Counties to accommodate households who are homeless or at risk of homelessness at LHA rates into the future.
- Development of new build LHA rent PRS accommodation inside and outside Brent.
- Development of a more integrated package to assist housing needs clients into employment.
- Enhanced resettlement services in the main areas where the council is placing homeless households.

4.2.4 Some elements of the Plan, such as Find Your Home, have already commenced, while others will be rolled out during 2016/17. Although it is too early to assess the impact accurately, numbers in temporary accommodation have fallen to 2,933 at 1st April 2016, compared to 3,161 twelve months ago, a reduction against the overall trend of increase temporary accommodation levels in London. This has been assisted by a range of measures including a higher proportion of permanent lettings to homeless households. This progress is encouraging, and the measures outlined above will be critical to further reducing reliance on temporary accommodation in the context of increasing homelessness pressures in 2016/17 and beyond.

4.3 Private Rented Sector

4.3.1 As noted in the previous report, the private rented sector is a valuable resource but its growth is also a symptom of excessive demand and standards of management and maintenance are variable. The council has responded to the need to raise and maintain standards in the sector through the introduction of a borough-wide Additional Licensing Scheme from January 2015, requiring all properties let as HMOs to be licensed and Selective Licensing Scheme, covering the three wards of Harlesden, Wembley Central and Willesden Green, requiring all privately let accommodation to be licensed.

To date, 5,266 properties have been licensed and there have been a number of successful prosecutions for breaches of the scheme. Research is currently being conducted to establish if there is a case to extend Selective Licensing to other wards in the borough, and to provide additional intelligence to increase compliance with the existing licensing schemes.

4.3.2 The Housing and Planning Bill includes a range of measures that should prove helpful in supporting the licensing programme and related enforcement work, while the Autumn Statement set out revised tax arrangements affecting private landlords.

- 4.3.3 The Bill provides for new local authority powers, including banning orders that will prevent a person from letting a property and/or engaging in letting agency/property management work. A banned person will not meet the fit and proper person test and will therefore be unable to hold a landlord licence. If a management order is made due to a property being let in breach of an order, the authority will be able to retain any surplus rental income after management costs. The Secretary of State will set up a database of rogue landlords and letting agents and information held will be accessible to all local authorities to support their work.
- 4.3.4 The Autumn Statement proposed higher rates of Stamp Duty (3 per cent above current rates) on purchase of additional properties, such as buy to let and second homes, from 1 April 2016, although larger “corporate” operations are exempt. This and the changes in the Bill are part of an approach that seeks to encourage institutional investment in the sector while imposing stronger controls on smaller and less professional landlords. This is consistent with the council’s approach to the sector.

4.4. Housing Need and Housing Supply

- 4.4.1 Including the demand from homeless households noted earlier, there are 4,142 households in bands A-C on the housing register. While this gives one indication of the level of demand for affordable housing there is also significant demand for market or sub-market housing and a particular need for appropriate supported and specialised housing to replace expensive and unsuitable options such as residential care for older people and other households needing support.
- 4.4.2 The previous report to this committee noted that local planning policy projects development of at least 22,000 homes between 2007 and 2026 of which 11,000 (50%) will be affordable housing. Within this, the Housing Strategy sets a target of 5,000 Affordable Rent and Low-cost Home Ownership properties by 2019. 700 of these would be provided directly by the council. This will include affordable housing at Target, Affordable, Discounted and Capped rents, of which at least 35% would be three bedroom or larger, to align with profile of demand, to mitigate the impact of benefit cap and tackle overcrowding. In addition, the council aims to support provision of mid-market options, such as shared ownership and other low-cost home ownership products and new build provision in the private rented sector, with 1000 build to rent homes delivered by 2019, at least 30% of which would be at Local Housing Allowance rates. The New Accommodation for Independent Living (NAIL) programme, supported through Mayor’s Covenant funding, aims to provide additional extra-care and specialist supported housing units, both directly and through partners, to widen housing options and reduce reliance on residential care.
- 4.4.3 While the broad priorities and targets summarised above remain valid, the policy direction set out in the Housing and Planning Bill and elsewhere presents a challenge. While it is not the purpose of this report to provide a full analysis of the potential impact of the Bill and, as noted earlier, there is still uncertainty about its final form and the detail of regulation and guidance, it is important to note the most significant proposals.

- 4.4.4 The emphasis on starter homes, as noted earlier, is likely to impact on the ability to deliver affordable rented options. If the proposed starter homes requirement of 20% is applied, it will mean that the quota of affordable rented housing delivered through planning policy will diminish. For example, if 50% affordable housing is secured on a site, only 30% will be allocated to other products once the requirement is met.
- 4.4.5 The Bill also gives effect to the government's promise to extend the Right to Buy to housing association tenants. This is now the subject of a voluntary agreement with the National Housing Federation and, in return for some flexibility, providers will voluntarily sell to tenants on terms similar to those in the existing RTB. There is an expectation, but no binding requirement, that properties sold will be replaced on at least a one-for-one basis within three years but there is no absolute requirement to do so nor any guarantee as to the type, tenure or location of any replacement. If replacement is at a low level or is weighted towards low cost home ownership products there may be a significant reduction in social rented homes and available lettings in Brent over the medium-term.
- 4.4.6 Discounts will be paid for by a levy on local authorities, based on the predicted number of "high value" homes becoming vacant each year. Local authorities will be obliged to consider sale of such properties to meet the payment. This will directly mean a loss of social lettings in the short-term although it is difficult to assess the number involved as the basis for calculating both the payment and what constitutes high value is yet to be announced. Based on what is currently known, this could mean around 70 sales a year in Brent. There is expected to be provision for the levy to be reduced on the basis of a commitment to provide two-for-one replacement in London though the replacement will not necessarily be affordable rent. The arrangements and conditions for this are not yet known, and its practicality will depend on the portion of the disposal receipts that remain with the council under such an agreement, and the available development opportunities. Restrictions on borrowing through the HRA will also impose a limit on the amount available for replacement.
- 4.4.7 On 12th April, the government conceded that the regulations governing the definition of high value should be subject to parliamentary scrutiny in both houses. The government has also moved to indicate that they will move an amendment referring to "higher" rather than "high" value. The stated intention is that this would allow higher value to be "defined in a bespoke way for each local authority by reference to the homes it owns", meaning that in London, where all stock might be considered higher value, the definition would apply to a proportion of stock in each local authority area.
- 4.4.8 The Affordable Rent programme, managed by the Mayor in London through his Housing Covenant, will continue to be the main mechanism through which affordable rented housing is delivered to 2018 but after then there is expected to be little or no grant support for affordable rented homes with support being provided primarily to shared ownership provision. As noted above, the emphasis on starter homes, as a planning requirement will reduce the amount of other affordable housing deliverable on any given site. Although the Autumn Statement announced a doubling of the housing budget, this will not happen

immediately and ability to deliver on this promise will depend on prevailing economic conditions and the government's assessment of its deficit reduction programme in future years.

5.0 Financial Implications

5.1 There are no immediate financial implications arising from this report.

6.0 Legal Implications

6.1 There are no immediate legal implications arising from this report.

7.0 Diversity Implications

7.1 There are no diversity implications immediately arising from this report.

Background Papers

None


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 Brent	<p>Scrutiny Committee 26 April 2016</p> <p>Report from the Performance, Policy and Partnerships Directorate</p>
<p>Promoting Electoral Engagement (IER): Scrutiny Update</p>	

1. Summary

- 1.1 This report brings to the Committee an update on the implementation of Brent's Individual Electoral Registration (IER) communication and engagement strategy which was at the time described as the most significant change to the electoral system in over a century. This was of concern to the Council as the right to vote is fundamental to civic engagement and a functioning democratic process.
- 1.2 The task group was established because members were concerned about the transition to IER in particular, that a large number of Brent's residents may not be successfully transferred onto the new system and thus removed from the register. This could undermine civic engagement in the borough and negatively impact upon Brent's residents in other ways, such as making it difficult to undergo a credit check.
- 1.3 A number of demographic 'risk factors' which could lead to a large number of people being removed from the electoral register were also identified. These included; high rates of population churn, large numbers of people living in the private rented sector and high numbers of students, all of which are prevalent in Brent.
- 1.4 In this context, the task group wanted to better understand how the different service areas across the council are preparing for the changes and examine what could be done to ensure a successful transition to IER.
- 1.5 This report details the progress and outcomes of the recommendations made in the report following their implementation.

2. Recommendations

- 2.1 That the Committee notes the significant work undertaken by the Council as recommended by the task group;

- 2.2 That the Committee notes and endorses the recommendations in the report.

3. Detailed Considerations

- 3.1 Chaired by Councillor Neil Nerva, the task group was established in response to the challenges posed by the introduction of Individual Electoral Registration (IER) which was at the time described as the most significant change to the electoral system in over a century. The right to vote is fundamental to civic engagement and a functioning democratic process.
- 3.2 Brent, like many other London boroughs, had previously experienced significant levels of under-registration due to high levels of population churn. In this context, the transition to IER presented the opportunity to understand the extent of the problem of under- registration and to ensure that Brent's residents successfully transition to the new system.

At the time of the review in autumn 2014, there was a significant risk of electoral registration 'drop-off' which would have serious implications for civic engagement and democracy.

The scope and purpose of the task groups work

- 3.3 The purpose of this particular task group therefore, became to ensure that all of Brent's residents were successfully transferred onto the new electoral roll. Therefore, the task group's intended outcomes were:
- To ensure that a clear and coherent IER roll-out programme and communications strategy is developed for promoting electoral engagement in the borough, with a particular focus on under-represented groups;
 - Ensure that the council and elected members are engaging with local communities around civic participation and voter registration;
 - Harness the expertise of local VCS organisations to reach out to residents;
 - Ensure that the maximum number of people in the borough are successfully transferred to the new system with a target rate of 95%; and
 - Increase the proportion of local people on the electoral register.
- 3.4 After considering evidence taken from key officers from Brent Council's services, voluntary and community sector organisations and other key stakeholders, the report advocated a threefold approach for improving voter registration as a whole and for targeting the lowest-matching polling districts:
1. The need for a comprehensive IER roll-out programme and communications strategy which is characterised by intelligence-led targeting of areas and at-risk community groups. The strategy should use clear and effective messaging;
 2. The need for more effective working with partners including the voluntary and community sector, housing and other statutory and non-statutory partners; and
 3. The need for enhanced civic engagement with the community (e.g. improved civic education and greater outreach by elected members).

What we found

- 3.5 Prior to the first revised individual register being published on 1 December 2014, a confirmation 'dry-run' data-matching exercise, which cross-referenced data from the Department for Work and Pensions (DWP) with local electoral registers was undertaken to confirm electors' addresses. In Brent, 67.6% of electors were successfully matched; this is significantly below the national average of 79% but just below the London average of 68%.
- 3.6 The matching exercise subsequently allowed the council to identify the lowest matching polling districts. Consequently, the report recommended that the Electoral Services team make a concerted effort to target the polling districts with the highest amount of under-registration. Whilst the matching exercise revealed the geography of under registration, the demographics of under-registration were more difficult to establish.
- 3.7 In previous years Brent's Electoral Services team, through their registration drives and canvasses, have achieved registration rates of 95%. What the matching revealed is that – even as a snapshot – voter registration is not as accurate as we would like to think. Moreover, the Electoral Commission estimates that some 7.5 million eligible voters nationally will drop off the register unless more is done to promote electoral registration.

Key facts and findings

- 3.8 The task group observed the following facts and made the following key findings which served as the context in which the investigation took place:
- IER came into law in June 2014, from which point electors must register individually through the new system;
 - Key features of IER include:
 - The traditional method of household registration will cease and all electors will be required to make an annual separate individual application;
 - All applicants will have to supply two personal identifiers, usually their date of birth and national insurance number (see Appendix A); and
 - The need for handwritten signatures has been removed, thus allowing applicants to register online using an electronic signature.
 - Brent's Electoral Services produced a Public Engagement Strategy in the Spring of 2014 (see Appendix B) and the communications team are in the process of developing a strategy which will be informed by the new register to be published in December 2014;
 - Electoral services currently employ 3.5 full-time members of staff¹ and two temporary fixed-term staff. This number, however, is increased at key moments in the electoral cycle from within Executive and Member Services. Based on benchmarking done by the department across 15 London boroughs, the full time Electoral Services capacity in Brent is considerably smaller when compared with the other boroughs. Brent currently has a ratio of 00.32 members of Electoral Services staff relative to the size of the electorate, compared with an average of 00.69 across the other boroughs surveyed;
 - The electoral services team has a budget of £217,000 in 2014/14 from a Cabinet Office grant allocated for the transition to IER. Similar levels of funding are expected for 2015-16;

¹ Here 3.5 members of staff means 3 full-time and one part-time.

- There is a lack of clarity around e-registration and the potential for registration fraud and identity theft;
- Nationally, the matching exercise revealed 79% Green matches, 3% Amber and 18% Red.
- Overall 67.6% of electors in Brent were successfully matched, just under the London average of 68%;
- Brent is an incredibly diverse borough and no two wards are the same. Something which further highlights the need for a bespoke approach to engaging with key community groups and areas;
- There is a need for greater engagement with vulnerable residents and their representative groups (VCS organisations);
- Similarly, there is a need to increase engagement on civic participation in the borough, particularly amongst Brent's young people and minority ethnic groups;
- Large numbers of Brent's residents speak English only as a second language;
- The Electoral Commission's (statutory) registration form is not as clear as it could be and important information is missing;
- There are a number of internal and external partners within the housing sector and higher education that are ideally placed to feed into the strategy and to help with voter registration;
- Thirty-two per cent of Brent's residents are now living in the PRS which is characterised by short-term tenancies and, therefore, are at an increased risk of not registering;
- There are a number of negative consequences to being removed from the electoral register besides not being able to vote, of which residents need to be aware; and
- The committee was pleased to hear that Electoral Services are looking to recruit an additional staff member to assist in implementing IER.

What has changed?

3.9 Since the implementation of the recommendations made by the task group (see Appendix one), the following key changes have taken place within the borough (see Appendix two for a comprehensive list).

Theme 1: the need for a comprehensive IER roll-out programme and communications strategy

3.10 Business Intelligence has now identified a greater awareness of being able to register online amongst Mosaic groups whom previously had little or no awareness (group D). They have also discovered that groups A and B would primarily use the internet for finding out how to register, whilst groups C and D would likely go to Brent Customer Services or use the telephone. Despite this increased awareness of the changes, only a small number of residents could articulate the changes to voter registration extensively. However, once it was explained to them in detail they tended to think it a sensible system.

3.11 Business Intelligence further identified a number of barriers to registering which tended to be either attitudinal e.g. political apathy or practical e.g. moving home. Key triggers to registration were also identified, these include the following: the frequency of moving home, a desire for civic engagement and improved credit ratings.

3.12 Electoral Services systematically targeted and canvassed the poorest responding polling districts and provided a stipend to canvassers in these areas due to the acknowledged difficulty in getting results in these parts of the borough. The Customer Services team has also encouraged voter registration through face-to-face contact, elected members have been

given artwork to promote registration and Brent online portals have been amended to include a link to the gov.uk registration website. Broadcast messaging was also utilised to inform residents of the changes to voter registration.

3.13 Electoral Services have reviewed the standard Household Enquiry Form and Invitation to register letter so as to make them more easily understandable, follow-up letters have been issued to explain the identification procedures. Brent's website now has a link directing residents to the job site where they can obtain an NI number if they do not have one; this has helped to remove a significant obstacle to registration.

Theme 2: the need for more effective working of partners including the voluntary and community sector, housing and other statutory and non-statutory partners

3.14 To ensure that vulnerable residents are successfully registered, Electoral Services have been working in greater partnership with Brent Mencap and Adult Social Care. Letters have been sent out to all care homes reminding them of their civic obligations to their residents prior to annual canvass forms being dispatched. Telephone contact is also being made where necessary and on occasion personal visits are made by canvassing staff. As a matter of course, Member Services now inspect all polling stations to ensure their accessibility to all electors and provide aid within polling stations to voters who may require extra assistance.

3.15 Electoral Services have also held meetings with the Head of Private Housing Services to consider how the team's database may be used to promote registration and an article was included in a landlord newsletter during the canvass. A welcome pack has been included as part of the moving to Brent website and voter registration has been incorporated into citizenship ceremonies.

3.16 Electoral Services have provided posters and flyers to all pharmacies and GP surgeries in the borough, whilst letting agents in the borough have been asked to include information about registration in their tenancy packs. Thus far, only one company has responded and offered to promote registration.

3.17 Brent Youth and Electoral Services have also worked closely with Bite the Ballot to get more young people on the Electoral Roll and encourage them to provide peer support to one another to register and subsequently vote.

Theme 3: the need for enhanced civic engagement with the community (e.g. improved civic education and greater outreach by elected members)

3.18 Electoral Services, in partnership with Brent's Partnerships and Engagement team and CVS Brent have successfully engaged five partner organisations to help deliver registration services and provide information about outreach work in the community. The following organisations have been engaged; 1) Advice 4 Renters; 2) Ashford Place; 3) Brent Community Law Centre; 4) Hornstars and 5) Wacky Riders. These organisations are now encouraging and helping their service users to register.

4. Appendix One

The recommendations made by the task group

In light of the facts and findings highlighted in this report, the task group makes the following recommendations. These recommendations, which can be broadly grouped into three themes, include:

Theme 1: the need for a comprehensive IER roll-out programme and communications strategy

1. Carry out further work to establish key target groups so that bespoke tactics may be used to reach more eligible voters. This would include an assessment the audiences attitudes, opinions and motivations as well as any potential language barriers there may be;
2. When developing the IER roll-out programme, the lowest matched polling districts and wards should be primarily targeted during canvassing;
3. The Electoral Services team should work with all council departments and partners to adopt an 'every contact counts' approach to ensure contact with residents is maximised, including email footers, automated messaging and library card and blue badge applications;
4. Proximity and broadcast messaging and social media should be considered as part of the communications strategy;
5. The communications team should engage young people to be actively involved in the development of communications materials aimed specifically at young people;
6. The communications team should develop messages around the benefits of civic participation and why it is important to register as well as the negative consequences of not being listed on the register;
7. Leaflets and posters about IER should made clearer and the headings made bold, snappy and straightforward to better communicate with residents with learning difficulties and visual impairments. A QR code² could also be placed on leaflets to direct people to the website;
8. Postal communications with electors should include a covering letter that is straightforward and easy to understand;
9. It should be made clear in the council's covering letter that unique identifiers other than an National Insurance (NI) number can be used to, details about unique identifiers should also be placed on the website; and
10. Brent's website should have a link directing people to the Jobcentre Plus website where they can obtain a NI number if they do not have one.

Theme 2: the need for more effective working of partners including the voluntary and community sector, housing and other statutory and non-statutory partners

11. Electoral Services should engage Adult Social Care (ASC), Public Health and external partners such as the NHS and Brent Mencap to ensure that potentially vulnerable residents are successfully registered;
12. Electoral Services should work with ASC to develop clear guidelines to inform both residential and domiciliary carers of their civic duties regarding those under their care, they must also inform residents under their care about IER as part of the 'making every contact count' programme;

² A code that by read by any imaging device (e.g. a smartphone) which links to further information.

13. The council's Public Health function should encourage sign-up to IER through its commissioned services;
14. The council should ensure that polling stations are fully accessible to disabled residents and that staff are appropriately trained;
15. Full advantage is taken of the opportunities presented by landlord licensing and that the information gleaned from licensing is fed directly into the IER roll-out programme;
16. Clear guidelines for canvassing Brent Housing Partnership (BHP) properties must be developed, the names and numbers of tenancy officers obtained and confirmation letters provided to canvassers by BHP;
17. Canvassers should also include visits to specialty shops catering to residents from different backgrounds;
18. Commonwealth, EU and new citizens should be encouraged to sign-up to IER by incorporating information and forms about IER into a welcome pack;
19. The Electoral Services team work with GP practices, dentists, opticians and pharmacies to encourage voter registration;
20. Electoral Services and Housing should monitor the developments around 'right to rent' for any impact it might have on information gathering and communication with residents;
21. Electoral Services should scope the possibility of working with estate agents in Brent to incorporate IER registration into potential welcome packs alongside council tax forms and utility company registration forms;
22. Electoral Services should scope the capacity to work with The University of Westminster and other higher education institutions such as the College of North-West London to integrated into enrolment processes similar to a model used by Manchester City Council;
23. Brent Council should work with the Greater London Authority (GLA) to lobby Parliament to introduce legislation similar to the National Voter Registration Act (NVRA); and
24. Electoral Services should work with Brent Youth Services and Bite the Ballot to register young people.

Theme 3: the need for enhanced civic engagement with the community (e.g. improved civic education and greater outreach by elected members)

25. Electoral Services should work closely with Brent's Partnerships and Engagement team and CVS Brent to take full advantage of the VCS sector, both in terms of delivering registration services and in providing information to the council about outreach work in the community; and
26. The council and elected members work closely with Hope not Hate (HnH) to better engage with local VCS organisations and elected members should support Electoral Services to do this.

4. Individual Electoral Registration working group

- 4.1 The engagement and communications campaign cut across a number of Council departments so a working group was set up which consisted of staff within Executive and Members services, communications, business intelligence, finance, project management team.
- 4.2 The Group was Chaired by the then Chief Operating Officer and reported regularly to the responsible Lead Member.
- 4.3 In line with the task Group recommendations, we introduced a tactic of 'every contact counts' which meant that we produced a script for front line services such as the contact centre, library services and benefits staff etc.

- 4.4 This ensured that every time a resident came into contact with the council, they would be asked if they were on the electoral register. We also provided help with registering to anyone who required it.
- 4.5 The working group carried out desk research looking at academic studies on attitudes towards voting and on the introduction of IER in other countries, research by the electoral commission on voting and newspaper articles about registration amongst migrant groups and students.
- 4.6 The working group carried out quantitative research in the form of an initial survey to understand our diverse populations' attitudes and opinions towards registering and to measure awareness levels about the changes to IER, the benefits of registering and awareness of online registration as well as other important information.
- 4.7 This data was followed up with focus groups amongst four key groups to gain qualitative data and to test some of the unexpected information from the survey. This research was then used to form the objectives and ultimately the strategy and messaging for the campaign.
- 4.8 Awareness levels about the changes brought in as a result of IER, the ability to register online and the fact that credit reference agencies supply electoral register status to financial organisations to help them make decisions, were lower than expected in the survey. Following our focus groups we were able to set SMART objectives.
- 4.9 Messages were subsequently developed to address the lack of awareness in these areas and to persuade unregistered members of the electorate to sign up.
- 4.10 Tactics were divided between advertising and promotional media, news media, organisational media and interpersonal communication. A targeted advertising campaign was carried out on London Underground stations in Brent and on high streets with outdoor billboards for four weeks in February and March. Six campaign posters were developed which carried the key messages most relevant to the publics who reside and travel to and from each area. This was developed using Mosaic, ONS and Census data to build up a picture of each public. This was supported by targeted digital advertising on social media.
- 4.11 The working group also produced flyers and posters for distribution to high footfall locations such as libraries.
- 4.12 Press releases and events were arranged to coincide with key dates such as Local Democracy Week in January and National Voter Registration Day in February as well as key dates such as dissolution of parliament, and last chance to register.
- 4.13 The working group used our e-news system, our website, blogs and internal channels such as AV screens, Chief Executives blog, intranet and Brent manager to communicate the message to staff, many of whom live in the borough.
- 4.14 The working group attended a number of events such as Brent Faith Forum, Disability Forum, Member Development, trained students to be ambassadors, community engagement events to speak personally to local people.

- 4.15 As London's most diverse borough, we knew that interpersonal communication would be extremely important to the success of the campaign. In the community we worked with Brent CVS to engage faith forums, community leaders, employers, outreach workers, healthcare providers, Brent Housing Partnership, Catalyst Housing, Brent Mencap and a number of other service providers to help communicate the message and increase registration. We also worked closely with College of North West London to engage students
- 4.16 By April 2015 Electoral Services has received over 30,000 new applications to vote, of which 28,488 were registered online, achieving our target of increased awareness of online registration.
- 4.17 There has also been a net gain of 9187 people on the electoral register, meeting the objective of increasing awareness of the importance of registering and increasing wider voter participation in elections.
- 4.18 The next stage of the campaign is to have follow up surveys and focus groups to assess the impact since the initial launch.

5. Appendix Two

Promoting Electoral Engagement – Full Action Plan and Updates

Key: (L) Lead Office (P) Partner

Recommendation And RAG Status	Actions	Lead and partner	Outcomes	Time-frame	Progress Milestones	Key Performance Indicators – how will progress be monitored?
<p>1. Carry out further work to establish key target groups so that bespoke tactics may be used to reach more eligible voters. This would include an assessment the audiences attitudes, opinions and motivations as well as any potential language barriers there may be</p>	<p>The Research and Intelligence carried out some initial household analysis using Mosaic data to profile households who were not registered to vote. There were four main groups:</p> <ul style="list-style-type: none"> • A: Flexible workforce – younger, home sharers, working in lower paid service sector jobs • B: Metro high flyers – well paid professionals, young, concentrated in SE of borough • C: Cultural comfort / community elders – often Asian 	Will Harrison(L)	<p>Variation in awareness of being able to register online. Nobody in group D aware of online registration. Groups A & B would default to using internet to find out how to register. Groups C & D likely to go to council offices or use telephone.</p> <p>Significant minority unaware of their own registration status.</p> <p>Only a small number of respondents could articulate the changes to VR in detail – most just assumed the poster etc. were related to upcoming general election</p>	March 2015	Focus groups carried out 16 th – 23 rd March 2015	

Recommendation And RAG Status	Actions	Lead and partner	Outcomes	Time-frame	Progress Milestones	Key Performance Indicators – how will progress be monitored?
Page 77	<p>households, N of borough, adult children at home</p> <ul style="list-style-type: none"> D: Inner City Stalwarts/ Crowded Kaleidoscope – social renters, lower paid professions <p>The team then commissioned an external research agency (Community Research) to carry out four focus groups (one for each group)</p>		<p>Once new system was explained to participants, they tended to think it was a sensible system</p> <p>Barriers to registering Attitudinal:</p> <ul style="list-style-type: none"> Voting make no difference Distrust of politics/politicians Distrust of system Not at the top of people's priorities/too busy/lazy Greater interest in country of origin's politics Presumption that they are registered <p>Barriers to registering Practical:</p>			

Recommendation And RAG Status	Actions	Lead and partner	Outcomes	Time-frame	Progress Milestones	Key Performance Indicators – how will progress be monitored?
Page 78			<ul style="list-style-type: none"> Lack of awareness Frequency of moving home <p>Triggers to registering:</p> <ul style="list-style-type: none"> Frequency of moving home Opportunity to have a say Improving credit ratings The potential fine for not registering <p>Full report, including what messages work with which groups available on request</p>			
Update on original actions						
2. When developing the IER roll-out programme, the lowest matched polling districts and wards should be primarily		Sean O’Sullivan(L)	The poorest responding polling districts were identified and targeted in the 2015 canvass. An increased payment	October and November 2015	Publication of register December 2015	Register data

Recommendation And RAG Status	Actions	Lead and partner	Outcomes	Time-frame	Progress Milestones	Key Performance Indicators – how will progress be monitored?
targeted during canvassing			was made to canvassers to work in these areas because of the acknowledged difficulty in getting results.			
Update on original actions						
<p>3. The Electoral Services team should work with all council departments and partners to adopt an 'every contact counts' approach to ensure contact with residents is maximised, including email footers, automated messaging and library card and blue badge applications</p>		Tom Cattermole(L) & Margaret Read	<p>The Customer Services team encouraged voter registration with face 2 face contact. On line portals were amended to include quick links to gov.uk registration portal. Signage in Council buildings included Electoral Commission voter registration artwork. Elected Members given artwork, flyers to use to promote registration. E-signatures changed to encourage voter registration and voter turnout.</p>	Ongoing	Publication of register December 2015	Register data

Recommendation And RAG Status	Actions	Lead and partner	Outcomes	Time-frame	Progress Milestones	Key Performance Indicators – how will progress be monitored?
Update on original actions						
4. Proximity and broadcast messaging and social media should be considered as part of the communications strategy	Social media channels (Facebook, Twitter etc.) deployed at key points to reinforce the messaging and encourage direct click-through to registration pages on gov.uk site	Thomas Cattermole(L)	More people register	Ongoing	Early December deadline for registrations (to be included in boundary review figures). April for ability to vote in Mayoral/GLA elections	Fortnightly officer review of progress. NB – registration through gov.uk site makes tracking effectiveness of each campaign initiative difficult
Update on original actions						
5. The communications team should engage young people to be actively involved in the development of communications materials aimed specifically at young people	To work with national youth-led organisation behind National Voter Registration Drive to use marketing assets they've created jointly with young people.	Thomas Cattermole(L)	Bite the Ballot material used in campaigns for NVRD in week commencing 2 February 2016, including online and on 90 poster sites all around Brent.	February 2016		
Update on original actions						
6. The communications team should develop messages around the benefits of civic participation and why it	These themes fully integrated into campaign messages	Thomas Cattermole(L)	Ultimately, more people register	Ongoing	Early December deadline for registrations (to be included in boundary review	Fortnightly officer review of progress. NB – registration through gov.uk site makes tracking

Recommendation And RAG Status	Actions	Lead and partner	Outcomes	Time-frame	Progress Milestones	Key Performance Indicators – how will progress be monitored?
is important to register as well as the negative consequences of not being listed on the register					figures). April for ability to vote in Mayoral/GLA elections	effectiveness of each campaign initiative difficult
Update on original actions						
7. Leaflets and posters about IER should made clearer and the headings made bold, snappy and straightforward to better communicate with residents with learning difficulties and visual impairments. A QR code could also be placed on leaflets to direct people to the website	Leaflets and poster imagery reviewed in line with national imagery.	Thomas Cattermole(L)	Ultimately, more people register		Early December deadline for registrations (to be included in boundary review figures). April for ability to vote in Mayoral/GLA elections	Fortnightly officer review of progress. NB – registration through gov.uk site makes tracking effectiveness of each campaign initiative difficult
Update on original actions						
8. Postal communications with electors should include a covering letter that is straightforward and easy to understand		Sean O'Sullivan(L)	The standard Household Enquiry Form and Invitation to Register are in a statutory format. Other letter have been reviewed and amended so as to be	Autumn 2015	Ongoing	Better response to letters, fewer queries from residents and reduction in number of outstanding requests for information

Recommendation And RAG Status	Actions	Lead and partner	Outcomes	Time-frame	Progress Milestones	Key Performance Indicators – how will progress be monitored?
			more easily understandable.			
Update on original actions						
9. It should be made clear in the council's covering letter that unique identifiers other than an National Insurance (NI) number can be used to, details about unique identifiers should also be placed on the website		Sean O'Sullivan(L)	The statutory form requires applicants to provide their date of birth and their NI number, or explain why they are unable to do so. We can only ask for alternative identifiers after it has been established that they are not available. Follow-up letters explain the procedure to be followed if identifiers cannot be provided.	Done	Done	Done
Update on original actions						
10. Brent's website should have a link directing people to the Jobcentre Plus website where they can obtain a NI number if they do not have one	Added to website (and also already embedded in gov.uk site). N.B. this is to a link on the gov.uk site, not to a Jobcentre Plus website	Thomas Cattermole(L)	Help remove an obstacle to registration	Completed October 2016	done	done

Recommendation And RAG Status	Actions	Lead and partner	Outcomes	Time-frame	Progress Milestones	Key Performance Indicators – how will progress be monitored?
Update on original actions						
11. Electoral Services should engage Adult Social Care (ASC), Public Health and external partners such as the NHS and Brent Mencap to ensure that potentially vulnerable residents are successfully registered		Sean O’Sullivan(L)	Electoral Services has co-ordinated activities with Brent Mencap, attending user group meetings and providing written publicity/information	Ongoing	Ongoing	Ongoing co-operation with external partners, increase in registration
Update on original actions						
12. Electoral Services should work with ASC to develop clear guidelines to inform both residential and domiciliary carers of their civic duties regarding those under their care, they must also inform residents under their care about IER as part of the ‘making every contact count’ programme		Sean O’Sullivan(L)	Letters are sent to all care homes reminding them of their duty to their residents prior to annual canvass forms being sent out. Telephone contact is also made where necessary and on occasion personal visits are made by electoral services or canvass staff.	Ongoing	Annual canvass	Responses received from all care homes in the borough.
Update on original actions						
13. The council’s Public	The Local	Melanie Smith(L)	Local Community	Autumn	Completed	Agreement by LPC

Recommendation And RAG Status	Actions	Lead and partner	Outcomes	Time-frame	Progress Milestones	Key Performance Indicators – how will progress be monitored?
Health function should encourage sign-up to IER through its commissioned services	Pharmaceutical Committee has been engaged and agreed to support publicity for IER.		Pharmacies displayed Brent Council promotional IER material	2015		to support campaign. Number of pharmacies receiving materials DN materials were supplied by democratic services, is this information held by the team?
Update on original actions						
19. The council should ensure that polling stations are fully accessible to disabled residents and that staff are appropriately trained		Peter Goss(L)	Member Services a matter of course inspects all polling places to ensure their accessibility to all electors and provides aids within the polling station to assist electors.	Done	Done	No complaints from electors. Feedback reports from polling station staff and inspectors and voter survey forms.
Update on original actions						
15. Full advantage is taken of the opportunities presented by landlord licensing and that the information gleaned from licensing is fed directly into the IER roll-out programme		Sean O'Sullivan(L)	Meetings have been held with the Head of Private Housing Services to consider how the team's database may be used to promote registration. An article	Ongoing	Publication of register	Increased registration of private sector tenants. Register statistics

Recommendation And RAG Status	Actions	Lead and partner	Outcomes	Time-frame	Progress Milestones	Key Performance Indicators – how will progress be monitored?
			was included in a Landlord newsletter during the canvass.			
Update on original actions						
16. Clear guidelines for canvassing Brent Housing Partnership (BHP) properties must be developed, the names and numbers of tenancy officers obtained and confirmation letters provided to canvassers by BHP		Sean O'Sullivan(L)	This has not been progressed to date but will be actioned in the 2016 canvass. However canvassers have visited non-responding properties throughout the borough carrying photo id and badged hi-visit jackets. Publicity has been placed in the BHP newsletter sent to all tenants.	Summer 2016	Communication with BHP, details of tenancy officers and confirmation letters provided	Evidence of co-operation with BHP
Update on original actions						
17. Canvassers should also include visits to specialty shops catering to residents from different backgrounds		Sean O'Sullivan(L)				
Update on original actions						
18. Commonwealth, EU		Tom Cattermole(L)	Included as part of	ongoing		Increase in

Recommendation And RAG Status	Actions	Lead and partner	Outcomes	Time-frame	Progress Milestones	Key Performance Indicators – how will progress be monitored?
and new citizens should be encouraged to sign-up to IER by incorporating information and forms about IER into a welcome pack			Moving to Brent website; voter registration part of all citizenship ceremonies.			registration figures
Update on original actions						
19. The Electoral Services team work with GP practices, dentists, opticians and pharmacies to encourage voter registration		Sean O'Sullivan(L)	Posters have been provided to all pharmacies and GP surgeries in the borough in 2014 and 2015	Annual		Increase in registration figures
Update on original actions						
20. Electoral Services and Housing should monitor the developments around 'right to rent' for any impact it might have on information gathering and communication with residents		Sean O'Sullivan(L)	The Right to Rent provisions came into force in February 2016. Electoral Services will liaise with the Private Sector Housing Services Team to assess any impact	Summer 2016	Outcome of liaison with Private Sector Housing Services	Report on outcome of assessment of any effects brought about by Right to Rent
Update on original actions						
21. Electoral Services should scope the		Sean O'Sullivan(L)	Letting agents in the borough have been	Summer 2015	Circulation of request to letting	Co-operation with letting agents in

Recommendation And RAG Status	Actions	Lead and partner	Outcomes	Time-frame	Progress Milestones	Key Performance Indicators – how will progress be monitored?
possibility of working with estate agents in Brent to incorporate IER registration into potential welcome packs alongside council tax forms and utility company registration forms			asked to include information about registration in their tenancy packs. Only one company responded and has offered to promote registration		agents, consideration of responses	promoting registration
Update on original actions						
<p>22. Electoral Services should scope the capacity to work with The University of Westminster and other higher education institutions such as the College of North-West London to integrated into enrolment processes similar to a model used by Manchester City Council</p>		Sean O'Sullivan(L)	It has not been possible to integrate registration with enrolment to date. We have for some years received information about residents at the University of Westminster campus and other student accommodation blocks in the borough which has enabled registration among students to be maximised. Registration drives have been held at the CNWL.	Ongoing	Annual liaison with education institutions in the borough.	Registration among students maximised

Recommendation And RAG Status	Actions	Lead and partner	Outcomes	Time-frame	Progress Milestones	Key Performance Indicators – how will progress be monitored?
Update on original actions						
23. Brent Council should work with the Greater London Authority (GLA) to lobby Parliament to introduce legislation similar to the National Voter Registration Act (NVRA)						
24. Electoral Services should work with Brent Youth Services and Bite the Ballot to register young people	<ul style="list-style-type: none"> Registration drives to be held Run bite the ballot workshops with young people 	Nicola Mclean(L)	<ul style="list-style-type: none"> More young people on electoral role Better awareness of the important of voting among young people Young people providing peer support to other to encourage them to register and vote. 	Jan 2015-May 2015	<p>Registration drives held at CNWL on National Voter registration day.</p> <p>Training delivered to CNWL Ambassadors for them to run Bite the Ballot in their form groups</p> <p>Electoral Services held stalls at Tricycle</p>	Regular meetings between Electoral Services and Nicola Mclean of Brent Youth Service

Recommendation And RAG Status	Actions	Lead and partner	Outcomes	Time-frame	Progress Milestones	Key Performance Indicators – how will progress be monitored?
Page 89					<p>Theatre's one week event on political engagement (June 2015)</p> <p>Bite the ballot workshop run with Brent Youth Parliament</p>	
Update on original actions	<ul style="list-style-type: none"> Train young people in sixth forms to deliver Bite the Ballot workshops in their schools to widen our reach 	Nicola Mclean(L)		Jan 2016-May 2016	<p>10 young people to be trained in February 2016 to deliver Bite the Ballot workshops in their sixth form/college</p> <p>Voter Registration drive to be held in Feb 2016 at CNWL Dollis Hill Campus</p>	<p>Regular meetings between Electoral Services and Nicola Mclean of Brent Youth Service</p> <p>Amount of young new young people added to electoral role</p>
25. Electoral Services	CVS network	Tom Cattermole(L)	CVS engaged 5	To May	Details of which	Registration among

Recommendation And RAG Status	Actions	Lead and partner	Outcomes	Time-frame	Progress Milestones	Key Performance Indicators – how will progress be monitored?
<p>should work closely with Brent's Partnerships and Engagement team and CVS Brent to take full advantage of the VCS sector, both in terms of delivering registration services and in providing information to the council about outreach work in the community</p>	<p>engaged in terms of delivering registration services and in providing information to the council about outreach work in the community</p>		<p>partner organisations.</p> <ul style="list-style-type: none"> • Advice 4 Renters • Ashford Place • Brent Community Law Centre • Hornstars • Wacky Riders 	2015	<p>organisations are committed to focusing in which wards is in the Partners Geographic Coverage spreadsheet.</p> <p>The report of progress is outlined in the Progress Report spreadsheet, which can be viewed online (also attached current version). Media campaigns are ongoing with all partners committed to using existing outreach functions to reach the targeted wards.</p>	<p>hard to reach population maximised</p>
Update on original actions						
26. The council and elected members work	<i>Prioritised work with CVS and Bite the</i>	Tom Cattermole(L)				

Recommendation And RAG Status	Actions	Lead and partner	Outcomes	Time-frame	Progress Milestones	Key Performance Indicators – how will progress be monitored?
closely with Hope not Hate (HnH) to better engage with local VCS organisations and elected members should support Electoral Services to do this	<i>Ballot.</i>					
Update on original actions						

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Individual Electoral Registration Campaign

Public Service Communications
Excellence Award 2015

- After the introduction of Individual Electoral Registration (IER) in June 2014, around 40,000 residents in Brent became at risk of losing their democratic right to vote at the general election on May 7 2015.

When the campaign began, there were 21,000 outstanding invitation to register (ITR) forms which need to be completed by individuals who were previously on the register, and 7,000 outstanding household enquiry forms (HEF) meaning we had no information on a significant number of households in the borough. A reduction in the number of outstanding forms would cause an increase in the number of registered electors.

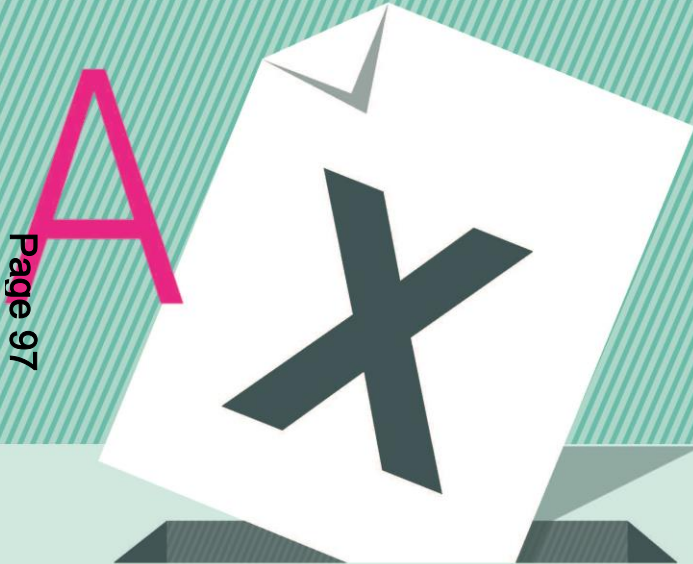
- An engagement and communication approach was agreed to tackle the issue and urge residents to register.
- Publics were identified using Mosaic profiling and considering Situational Theory, from which we identified several key groups, including affluent professionals, social housing residents, young people working in lower paid service sector jobs willing to move around for work, students, community elders and less affluent families living in crowded conditions.

Each public had its own objective but in summary the objectives were to:

- Raise overall awareness of the changes brought about by IER amongst our identified publics by up to 10% by 1 December 2015
- Raise overall awareness of the benefits of registering to vote (aside from voting) amongst our identified publics
- Raise overall awareness of the introduction of online registration amongst our identified publics.
- Achieve 95% electoral registration rate overall (figures were separated according to seven identified publics) by April 20 2015.

9/10 BRENT RESIDENTS ARE REGISTERED

To vote in the General Election
on 7 May, register online now.



www.gov.uk/register-to-vote

Any questions?
electoral.services@brent.gov.uk or call 020 8937 1372



YOUR VOTE MATTERS
MAKE SURE YOU'RE IN



HOW YOU REGISTER TO VOTE HAS CHANGED

Individual Electoral Registration
requires you to register yourself
individually.



www.gov.uk/register-to-vote

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YOUR VOTE MATTERS
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**YOU CAN NOW
REGISTER ONLINE
FOR THE GENERAL
ELECTION**

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www.gov.uk/register-to-vote

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**YOUR VOTE MATTERS
MAKE SURE YOU'RE IN**



**IF YOU'RE ON THE
ELECTORAL REGISTER...**

...you're more likely
to be accepted for:
credit for motor finance.



www.gov.uk/register-to-vote

Any questions?
electoral.services@brent.gov.uk or call 020 8937 1372



**YOUR VOTE MATTERS
MAKE SURE YOU'RE IN**



IF YOU'RE ON THE ELECTORAL REGISTER...

...you're more likely
to be accepted for:
a mobile phone
contract.



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www.gov.uk/register-to-vote

Any questions?
electoral.services@brent.gov.uk or call 020 8937 1372



YOUR VOTE MATTERS
MAKE SURE YOU'RE IN



IF YOU'RE ON THE ELECTORAL REGISTER...

...you're more likely
to be accepted for:
a mortgage or bank loan



www.gov.uk/register-to-vote

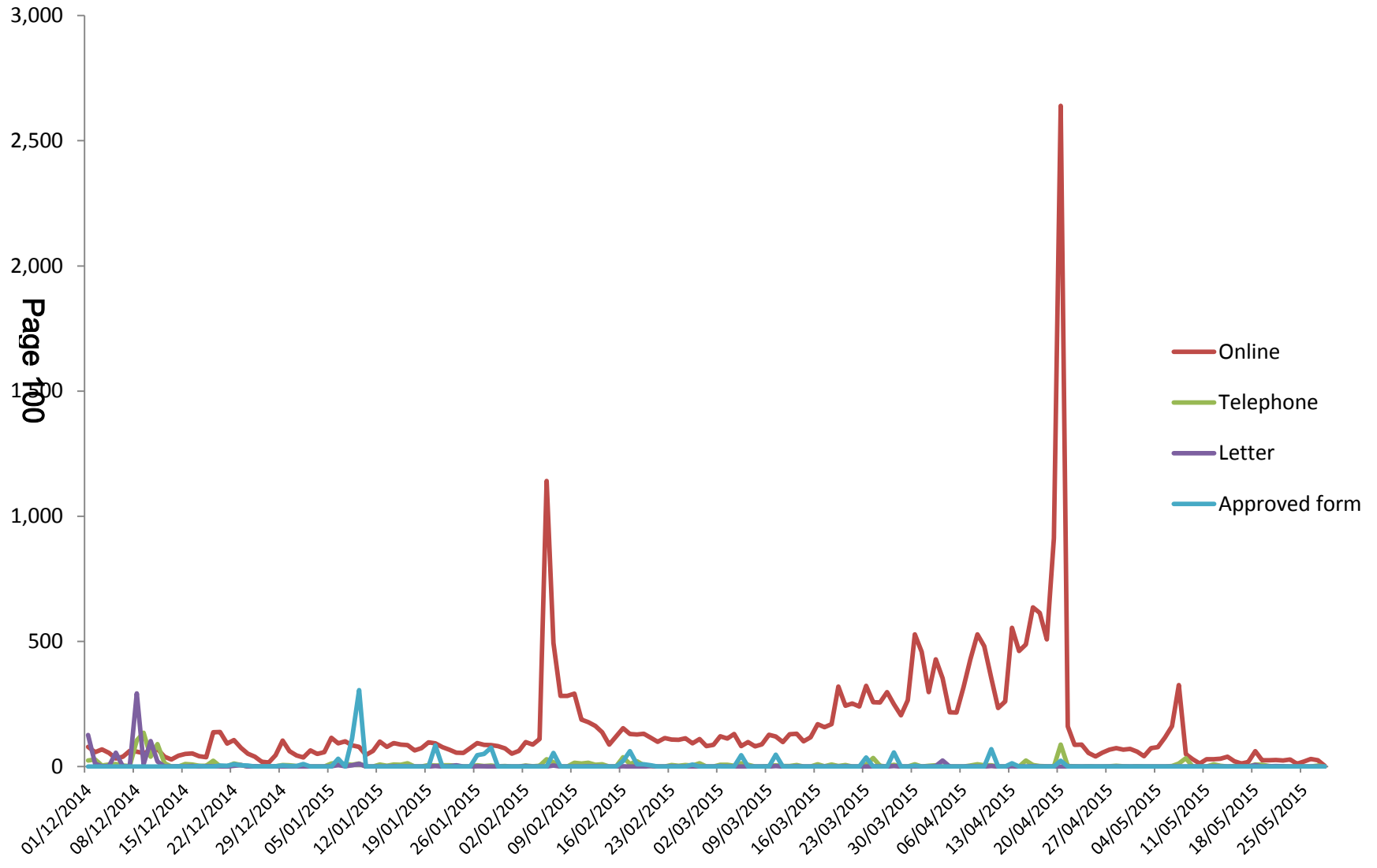
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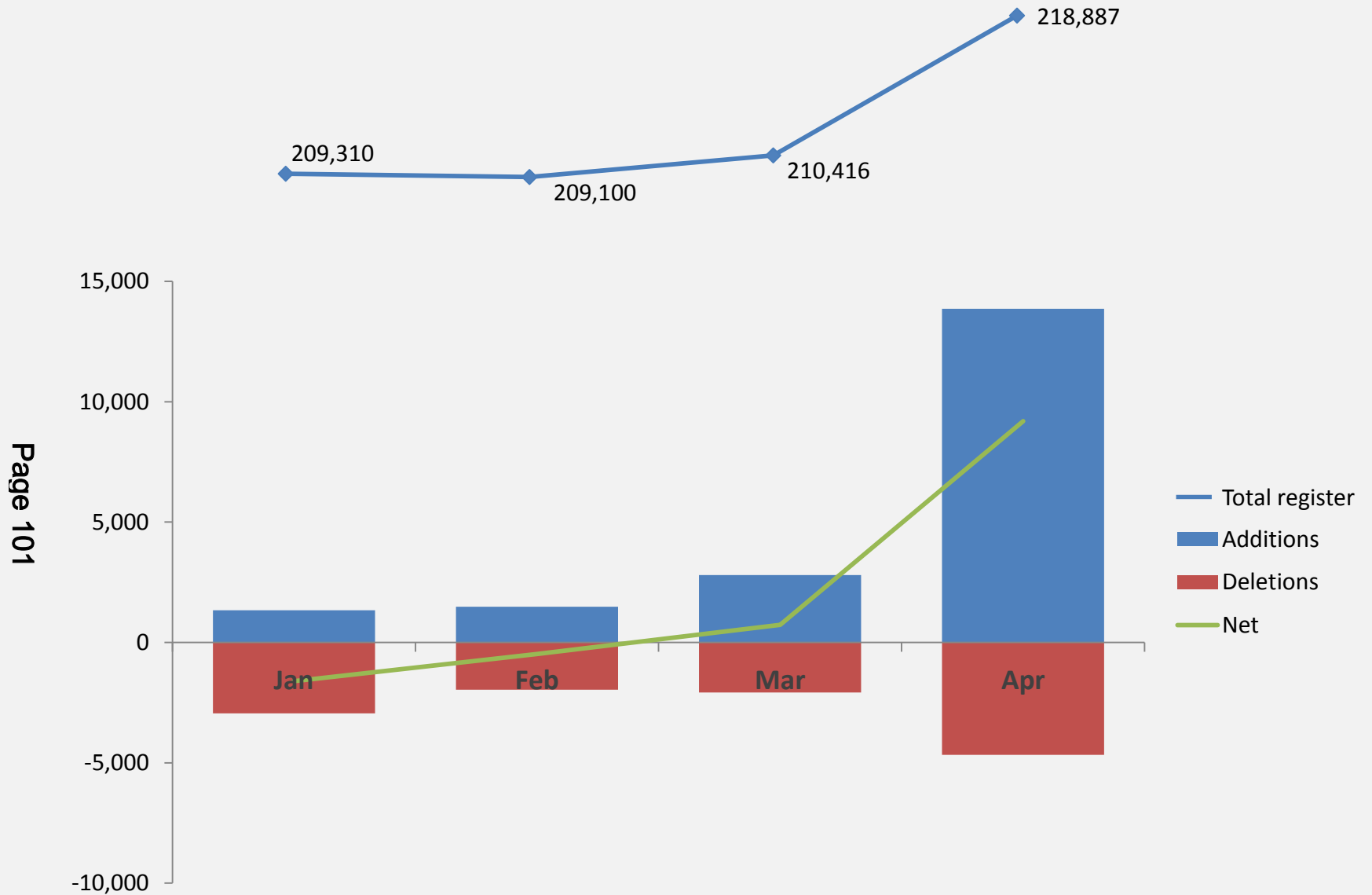
YOUR VOTE MATTERS
MAKE SURE YOU'RE IN



All application methods



Electoral Register – Additions & Deletions



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Scrutiny Committee Data Request Log

Date	Data Request	Officer and Organisation	Status
10/02/15	Northwick Park Hospital report about funding to see how patient flow could be improved	Robert Larkman – NWL CCG	Data Received 09/03/15
10/02/15	Bed figures in respect of Central Middlesex Hospital	Robert Larkman – NWL CCG	Data Received 10/03/15
24/03/15	Follow up questions 1. obtain the number of people in each category 2. approximate length of staff in each category on temporary contract	Robert Larkman – NWL CCG	DRIW
10/02/15	Data on the LNWHNT's agency and bank staff and what is the difference between the two	Professor Ursula Gallagher – NWL CCG	Data Received 24/03/15
10/02/15	Winter Resilience There is a report programmed for the April meeting which will report back on this years winter resilience performance.	Sarah Mansuralli	SDRIW
11/03/15	Phone Call Stats	Margaret Read	Data Received 01/04/15
11/03/15	Signed Non disclosure	Jon Lloyd Owen	DRIW (Update Received 21/3/15)
16/06/15	A copy of the data modelling which was used by Shaping a Healthier Future	Sarah Mansuralli CCG	Data Received 29/06/15
16/06/15	Members request that Rob Larkman (Accountable Officer - CCG) provide further details of the financial costs set out in the table at para 2.2 regarding how the same level of paediatric service would be achieved within reduced costs.	Rob Larkman	Data Received 29/06/15
16/06/15	Members requests that the financial return for Public Health expenditure made to the Department of Health is also circulated to scrutiny.	Melanie Smith Brent Public Health	Data Received 28/08/15
16/06/15	Members asked for a detailed breakdown of the numbers of people offered and accepting a health check update by GP practice	Melanie Smith Brent Public Health	Data Received 26/06/15
16/06/15	It was requested that a breakdown of the drugs and alcohol budget with numbers of patients in treatment by type of treatment is provided to the committee. This should include the indicative	Melanie Smith Brent Public Health	Data Received 26/06/15

	figures for the range of spend per patient for different types of treatment packages.		
Follow up Question 16/06/15	The number of people who have been helped to stop smoking by GP practice.	Melanie Smith Brent Public Health	Data Received 14/08/15
Follow up Question 16/06/15	Cost of substance misuse - range of cost of packages across all the categories' of service. In response to Cllr Filson's subsequent query, we cannot provide information on a cost per case basis as we do not contract on this basis.	Melanie Smith Brent Public Health	Data Requested (20/07/15) Unable to provide Data Updated Cllr Filson, (22/07/15)
16/06/15	Members requested further information on the use of discretionary housing payments to support childcare costs for people moving into employment who have been affected by changes in welfare benefit payments.	Gail Tolley – Brent Children & Young People Sue Gates & Sasi Srinivasan	Data Received 23/06/15
16/06/15	Update of work undertaken to assess the impact of support given to parents to access employment.	Gail Tolley – Brent Children & Young People Sue Gates & Sasi Srinivasan	Data Received 23/06/15
14/07/15	A paper regarding Policy of High Value property to be sold, as a result of central government policy change.	Jon Lloyd-Owen – Brent Housing	Data Requested (20/07/15) Update Provided (20/07/15)
14/07/15	1% Reduction in rent (£10 Mil) - Model is available to members and ongoing member involvement.	Jon Lloyd-Owen – Brent Housing	Data Requested (20/07/15) Update Provided (20/07/15)
14/07/15	Cost of Leaseholder Management System	Tom Bremner & Peta Caine - BHP	Data Received 14/08/15
14/07/15	Management Service Charge – Total sum for last financial Year	Tom Bremner & Peta Caine - BHP	Data Received 14/08/15
14/07/15	Details of the number of tribunal's successfully challenged	Tom Bremner & Peta Caine - BHP	Data Received 14/08/15
14/07/15	Case studies for collecting rent/financial inclusion – where this	Tom Bremner & Peta Caine -	Data Received 14/08/15

	worked well and lessons learnt	BHP	
14/07/15	Cost of possession orders – Total figures passed onto tenants	Tom Bremner & Peta Caine - BHP	Data Received 14/08/15
14/07/15	No of major voids – How much rent was lost (1%) please provide the actual figure (£)	Tom Bremner & Peta Caine - BHP	Data Received 14/08/15
14/07/15	The no. of Anti Social Behaviour (ASB) cases for this year	Tom Bremner & Peta Caine - BHP	Data Received 14/08/15
17/07/15	Letter from Joanne Drew Chair of BHP Board to the Chair of Scrutiny Committee	Joanne Drew Chair of BHP Board	Data Received 17/08/15
12/08/15	Transport Budget for the last 5 years	Tony Kennedy – Brent Transport	Data Received 16/10/15
12/08/15	Car Clubs (Zip Car) Brent usage: 1. Demographical Stats 2. Location Stats (North, South, East & West of the borough)	Tony Kennedy – Brent Transport	Data Received 16/10/15
12/08/15	Stats and trends for General Car usage in Brent	Tony Kennedy – Brent Transport	Data Received 16/10/15
12/08/15	What is the cost of the consultation for the Freight Strategy	Tony Kennedy – Brent Transport	Data Received 16/10/15
12/08/15	Stats on Speeding prosecutions (over 20 mph and over 30mph)	Tony Kennedy – Brent Transport	Data Received 16/10/15
12/08/15	When did Brent Council express its support for the Heathrow Expansion and in what terms	Tony Kennedy – Brent Transport	Data Received 16/10/15
12/08/15	Stats on Brent's Air Quality	Tony Kennedy – Brent Transport	Data Received 16/10/15
09/09/15	The request was made for figures covering June to date to be supplied on the number of restraining incidents, those involving rapid tranquilisation restraint and where they took place.	Natalie Fox – Borough Director for Brent, CNWL Trust.	Data Received 24/09/15
09/09/15	The number of unauthorised absences occurring since May 2015 broken down by all types	Natalie Fox – Borough Director for Brent, CNWL Trust.	Data Received 24/09/15
09/09/15	The number and type of restraining incidents during the previous three months	Natalie Fox – Borough Director for Brent, CNWL Trust.	Data Received 24/09/15
09/09/15	How long young patients had to wait from being referred to getting an appointment (mental health).	Natalie Fox – Borough Director for Brent, CNWL Trust.	Data Received 24/09/15

09/09/15	No of children referred with Attention Deficit Hyperactivity Disorder (ADHD).	Natalie Fox – Borough Director for Brent, CNWL Trust.	Data Received 24/09/15
08/10/15	Killed and seriously injured (KSI) accident information for the Last five years broken down by year and ward	Tony Kennedy – Transportation	Data Received 19/10/15
08/10/15	The extent to which the new parking contract has helped to achieve improvement targets.	Gavin F Moore – Parking and Lighting	Data Received 28/10/15
08/10/15	The amount of parking enforcement money collected by the debt	Gavin F Moore – Parking and Lighting	Data Received 28/10/15
05/11/15	Number of incidences of CSE reported to the Council and whether any convictions had resulted. The questions with regards to CSE and FGM are more complex and cannot be answered briefly. This complexity will be addressed through the LSCB Annual Report 2015-2016 which is due to be completed by 31.3.2016 and will provide a more contemporaneous perspective of multi agency safeguarding in Brent.	Mike Howard - Independent chair of the Brent Local Safeguarding Children Board (LSCB) Sue Matthews	Data Requested 05/11/15 Update received 01/12/15
05/11/15	The data held by the Council on FGM. With regards to CSE Mike will be producing a report co authored by Graham Genoni, Operational Director Children's Social Care, which is to be presented to CMT in January.	Mike Howard - Independent chair of the Brent Local Safeguarding Children Board (LSCB) Sue Matthews	Data Requested 05/11/15 Update received 01/12/15
05/11/15	Figures on children missing from education divided between the primary and secondary sectors.	Mike Howard - Independent chair of the Brent Local Safeguarding Children Board (LSCB) Sue Matthews	Data Received 01/12/15
02/12/15	Details of any existing PMS contract holders that also have a role in the CCG.	Julie Sands – NHS England	Data Requested 02/12/15 Data Received 17/02/16
02/12/15	Information on the performance issues with the Sudbury Surgery	Julie Sands – NHS England	Data Received 17/02/16
02/12/15	Accurate figures on the number of social housing units existing pre redevelopment and the number post redevelopment compared	Richard Barrett – Brent Operational Director, Property	Data Requested 02/12/15

	to the number of private units provided.	and projects	Data Received 10/03/16
02/12/15	Members to be provided with a schedule of rents for the area including a comparison with the pre redevelopment level of rents.	Richard Barrett – Brent Operational Director, Property and projects	Data Requested 02/12/15 Data Received 10/03/16
02/12/15	A population profile for the area showing how the number of people was projected to rise.	Richard Barrett – Brent Operational Director, Property and projects	Data Requested 02/12/15 Data Received 10/03/16
02/12/15	Information on employment in the area so that it could be seen if the regeneration of the area was leading to a rising employment rate.	Richard Barrett – Brent Operational Director, Property and projects	Data Requested 02/12/15 Data Received 10/03/16
02/12/15	More information on how the plans for the area attempted to design out potential crime and the involvement of the police in this.	Richard Barrett – Brent Operational Director, Property and projects	Data Requested 02/12/15 Data Received 10/03/16
02/12/15	More information on the use of decanted units to house homeless people, including the number involved, the timeframes involved and the financial considerations.	Richard Barrett – Brent Operational Director, Property and projects	Data Requested 02/12/15 Data Received 10/03/16
06/01/16	Request for the numbers taking composting bins to be divided between wards and made available to members of the committee.	Rob Anderton, Head of Service, Public Realm,	Data Received 04/02/16
06/01/16	Q3 waste data – residual waste tonnages and recycling rates and number of fly tips attributed to garden waste.	Rob Anderton, Head of Service, Public Realm,	Data Received 04/02/16
06/01/16	Request for average waste per household figures for across the borough to be supplied.	Rob Anderton, Head of Service, Public Realm,	Data Received 04/02/16
06/01/16	Request for number of households each refuse vehicle passes per day.	Rob Anderton, Head of Service, Public Realm,	Data Received 04/02/16
06/01/16	Government allocating of capital money – details of how Brent's share of £300,000 has been put to use.	Conrad Hall – Brent Chief Finance Officer	Data Received 02/02/16
06/01/16	Information on Council's highways maintenance budget and approach to such aspects as how gully cleaning might be prioritised if it was related to preventing local flooding.	Conrad Hall – Brent Chief Finance Officer	Data Received 02/02/16
06/01/16	Details of work being carried out looking at various ring-fenced budgets and other resources being held for specific purposes.	Conrad Hall – Brent Chief Finance Officer	Data Requested 06/01/16
09/02/16	Comparisons of Mental Health Budgets – Children & Adults per head.	Duncan Ambrose – Assistant Director CCG, Dr Sarah Basham CCG, Jackie Shaw – Service	Data Requested 09/02/16 Requested Hypothesis

		Director CAMHS, Central and North West London NHS Trust	
09/02/16	What % is the CHAMS budget of the overall CCG budget?	Duncan Ambrose – Assistant Director CCG, Dr Sarah Basham CCG, Jackie Shaw – Service Director CAMHS, Central and North West London NHS Trust	Data Requested 09/02/16
09/02/16	How many Children were seen during the year 14/15 and how many were residents of Brent.	Duncan Ambrose – Assistant Director CCG, Dr Sarah Basham CCG, Jackie Shaw – Service Director CAMHS, Central and North West London NHS Trust	Data Requested 09/02/16 Requested Hypothesis
09/02/16	How many young people committed suicide in the years 12/13 and 14/15.	Duncan Ambrose – Assistant Director CCG, Dr Sarah Basham CCG, Jackie Shaw – Service Director CAMHS, Central and North West London NHS Trust	Data Requested 09/02/16 Requested Hypothesis
09/02/16	What is the reason for the increase of patients from 45 to 70?	Duncan Ambrose – Assistant Director CCG, Dr Sarah Basham CCG, Jackie Shaw – Service Director CAMHS, Central and North West London NHS Trust	Data Requested 09/02/16 Requested Hypothesis
09/02/16	TAMHS (Targeted Mental Health in Schools) What is the break down between primary and secondary schools?	Duncan Ambrose – Assistant Director CCG, Dr Sarah Basham CCG, Jackie Shaw – Service Director CAMHS, Central and North West London NHS Trust	Data Requested 09/02/16 Requested Hypothesis
09/02/16	Detailed Breakdown of Gangs in Brent by (Ward) Map.	Chris Williams - Head of Community Safety and Public Protection	Data Requested 09/02/16 Received 01/03/16
09/02/16	Letter to be sent by BSP to TFL re Islamophobic bus incidents. Please send copy of letter to scrutiny committee	Chris Williams - Head of Community Safety and Public Protection	Data Requested 09/02/16 Received 01/03/16
09/02/16	Fear of crime survey – 2014 members' survey, by ward.	Chris Williams - Head of Community Safety and Public	Data Requested 09/02/16

		Protection	Received 01/03/16
Prior to meeting 24/02/16	Number of fixed term and permanent exclusions and the breakdown by schools and ethnicity.	Cate Duffy - OD Early Help and Education, Children and Young People	Data Requested 13/02/16
Prior to meeting 24/02/16	The attainment gap by key stages, gender and ethnicity.	Cate Duffy - OD Early Help and Education, Children and Young People	Data Requested 13/02/16
Prior to meeting 24/02/16	The number of NEETs break down by gender and ethnicity.	Cate Duffy - OD Early Help and Education, Children and Young People	Data Requested 13/02/16
Prior to meeting 24/02/16	Ofsted rating for the Brent schools, up to date and comparative data. This needs to include within year progress in addition to the end of year data. This should give us an overview of where each school stands.	Cate Duffy - OD Early Help and Education, Children and Young People	Data Requested 13/02/16
Prior to meeting 24/02/16	Where the education commission recommendations have been implemented.	Cate Duffy - OD Early Help and Education, Children and Young People	Data Requested 13/02/16
24/02/16	How Many Children have been accepted to Russell Group universities?	John Galligan - Head of School Effectiveness, School Improvement Service Gail Tolley - Strategic Director Children's, Children and Young People	Data Requested 24/02/16 Data Received 18/04/16
24/02/16	Russell Group Ethnicity Breakdown	John Galligan - Head of School Effectiveness, School Improvement Service Gail Tolley - Strategic Director Children's, Children and Young People	Data Requested 24/02/16 Data Received 18/04/16
24/02/16	Attendance data of children who are underperforming	John Galligan - Head of School Effectiveness, School Improvement Service Gail Tolley - Strategic Director Children's, Children and Young People	Data Requested 24/02/16 Data Received 18/04/16

24/02/16	How many 2, 3 and 4 year olds with neuro-developmental disorders have Statements or EHCP plan?	John Galligan - Head of School Effectiveness, School Improvement Service Gail Tolley - Strategic Director Children's, Children and Young People	Data Requested 24/02/16 Data Received 18/04/16
24/02/16	Age at which children with EHC have been assessed	John Galligan - Head of School Effectiveness, School Improvement Service Gail Tolley - Strategic Director Children's, Children and Young People	Data Requested 24/02/16 Data Received 18/04/16
24/02/16	Percentage of children who request a statement and receive one.	John Galligan - Head of School Effectiveness, School Improvement Service Gail Tolley - Strategic Director Children's, Children and Young People	Data Requested 24/02/16 Data Received 18/04/16
24/02/16	No of ECPs accepted by tribunals held in the last 3 years after they were rejected by local authority.	John Galligan - Head of School Effectiveness, School Improvement Service Gail Tolley - Strategic Director Children's, Children and Young People	Data Requested 24/02/16 Data Received 18/04/16
24/02/16	Carer's Centre – How many and what types of support is provided?	Phil Porter –Strategic Director Community Wellbeing, Adults Social Care	Data Requested 24/02/16
05/04/16	How is the Nursery Education Grant divided?	Sue Gates, Head of Early Years & Family Support, Early Years and Family Support Gail Tolley, Strategic Director Children and Young People	Data Requested 05/04/16
05/04/16	How many children with special needs aged 0-5 who receive additional support, fit in to the category for affordable child care?	Sue Gates, Head of Early Years & Family Support, Early Years	Data Requested 05/04/16

		and Family Support Gail Tolley, Strategic Director Children and Young People	
05/04/16	Geographical (ward) break down of figures (SEND) as in 3.6 of Affordable Childcare report provided to scrutiny committee.	Sue Gates, Head of Early Years & Family Support, Early Years and Family Support Gail Tolley, Strategic Director Children and Young People	Data Requested 05/04/16
05/04/16	Number of LAC adopted as per report sent to the corporate Parenting Committee	Nigel Chapman, Head of Placements, Placements Gail Tolley, Strategic Director Children and Young People	Data Requested 05/04/16 Data Received 11/04/16
05/04/16	RTT times for surgery	Sarah Mansuralli, CCG James Walters, LNWHT	Data Requested 05/04/16 Data Received 10/04/16
05/04/16	Longest DTOC at present	Sarah Mansuralli, CCG James Walters, LNWHT	Data Requested 05/04/16 Data Received 10/04/16
05/04/16	How many disciplinary procedures do Brent currently have?	Cllr Pavey, Deputy Leader Stephen Hughes, Strategic Director Resources	Data Requested 10/04/16
05/04/16	How do we measure, compare learn lessons and improvements? (How incidents leading to formal action are measured in order to prevent them reaching an Industrial Tribunal)	Cllr Pavey, Deputy Leader Stephen Hughes, Strategic Director Resources	Data Requested 10/04/16
05/04/16	What are we doing to ensure that we do not get to tribunal stage?	Cllr Pavey, Deputy Leader Stephen Hughes, Strategic Director Resources	Data Requested 10/04/16

Key: Data Requested At Meeting (DRAM)
Data Requested In Writing (DRIW)
Second Data Request in Writing (SDRIW)
Data Not Received (DNR)
Data Received (DR)

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2014-15 Scrutiny Committee Meetings – Key Comments, Recommendations and Actions

Meeting Date	Item	Comments and Recommendation	Action
6th August 2014	Central Middlesex Hospital Closure Assurance Transforming Healthcare in Brent	That an update be provided on the Central Middlesex Hospital A&E closure assurance at a future meeting of the committee. That a further report updating the committee on the progress made in relation to transforming healthcare in Brent be submitted to a future meeting of the committee.	Clearer understanding of the action plan proposed. Further transparency of plans between the CCG and Brent Council.
	Call In - Changes to Recycling and Green Waste Collections	An outline of the suggested course of action of the Scrutiny Committee is to: • Seek a report responding to the concerns outlined. • Question lead member and senior officers and the leader. • If necessary, set up a very brief task finish group to examine these issues in more depth. (i) that the decisions made by the Cabinet on 21 July 2014 regarding changes to recycling and green waste collections be noted; (ii) that a review be held following a period of 9 months; (iii) that efforts should be made to ensure the removal of the green waste bins be as close as possible to 1 March 2015 to minimise inconvenience to residents.	More consideration given to the impact of residents. Ensure that longer consultation is considered for such matter in the future.
	Scope for Promoting Electoral Engagement Task Group	The scope and timeline for the task group on Promoting Electoral Engagement as set out in Appendix A to the report was agreed.	
	Budget Scrutiny Panel - Terms of Reference	The terms of reference for the Budget Scrutiny Panel as set out in Appendix A to the report was agreed.	
9th September 2014	Closure of A&E at Central Middlesex Hospital	That an update on performance at Northwick Park Hospital Accident and Emergency Department to be provided to the committee in six months time.	Further information on the progress and performance of NPH and A&E services. Holding these services to account on improved performance for residents.
	Parking Services Update	That Cabinet be requested to reappraise the existing arrangements for visitor parking permits, taking into account the serious concerns expressed by the Scrutiny Committee	Equality impact assessments to be reconsidered

1 st October 2014	Proposed Scope for Scrutiny Task Group on the Pupil Premium	<p>and members of the public.</p> <p>It was proposed that the task group also examine qualitative data regarding the activities undertaken by schools. He advised that holistic activities which aimed to meet emotional as well as academic needs were also very important for a child's development and attainment. It was emphasised that some enrichment activities did not deliver immediately observable results and that this should be considered when looking at the period of study. It was further suggested that the task group engage with parents and children to discuss their experiences.</p> <p>The scope and time scale for the task group on the use of the Pupil Premium, attached as Appendix A to the report was approved with the condition that the recommendations be incorporated.</p>	Recommendations made were incorporated in the tasks group's scope of work.
	North West London Hospitals Trust Care Quality Commission inspection compliance action plan	<ul style="list-style-type: none"> • Members asked for further information on plans in respect of major emergencies and emphasised the importance of ensuring key roads were open as is this had been an issue, for example, during the 7 July 2005 London bombing incidents. • Members also asked whether the planned additional beds at NPH had happened and if so how many. The committee sort views with regard to the progress made since the CQC inspection and how confident was the Trust that the action plan would achieve the objectives and within the timescales set. <p>The Chair requested that a report be presented to the committee in about two months' time updating them on progress with the action plan, including whether the measures listed were on target to be achieved within deadlines set. In addition, any members who had questions requiring specific details were to submit these to Cathy Tyson (Head of Policy and Scrutiny, Assistant Chief</p>	

		Executive Service) who coordinate responses from NWLHT.	
	Local Safeguarding Children Board annual report	The Chair stated that a briefing note updating the work of the task group on the Pupil Premium would be provided to members. He emphasised the importance of safeguarding children and welcomed the report.	Gaps in the report which the committee raised have been considered and will be included in the next annual report
	Draft school places strategy	<ul style="list-style-type: none"> • Whilst members appreciated the opportunity the presentation gave for pre-scrutiny prior to a report going to Cabinet, enquired whether officers were confident that primary schools could maintain educational standards as they got larger. • Members also asked whether placing Special Educational Needs (SEN) pupils was relatively trouble free. A question was raised as to whether schools in the north of the borough were taking more pupils than those in the south and where could details be found of pupil numbers throughout the borough. Another member asked whether school expansion posed risks in terms of whether there was sufficient infrastructure in place. <p>The Chair concluded discussion by acknowledging the large interest from members and other councillors on this item and in noting the improvement in placing pupils in the last two years. However, he emphasised the need to sustain progress and requested that school places be considered at a Scrutiny Committee meeting in around two months' time.</p>	
	Children's centres	<ul style="list-style-type: none"> • Member suggested that the children centres were concentrated in a particular area and neglected the north of the borough. Members sought advice on what members should be focusing on in view of the fact that the report had already been approved by Cabinet. • A member sought clarity that the children's centres provided for those children up to and including four years of age. In noting that children were entitled to nursery places between two to three years of age, she sought further reasons for how children's centres were being 	

		<p>used.</p> <ul style="list-style-type: none"> • In respect of the Barham Park building, it was noted that there were proposals for a nursery to be included; however sought clarity on this matter as Barham Park Trust had stipulated that the building was for community use only and the lack of consultation on this proposal had also angered residents. <p>The Chair commented that the long term future of the children's centres would be clearer in around four months time and he requested that an update be provided to the committee at around that time.</p>	
3rd November 2014	Employment, Skills and Enterprise Strategy consultation	<p>The Chair acknowledged the substantial work that had been undertaken in developing the strategy and the progress made so far. He requested that a progress report on the strategy be presented to the committee in two to three months' time.</p>	
	Overall impact of the Benefit Cap in Brent after one year of implementation	<ul style="list-style-type: none"> • Member asked if any lessons had been learnt since the OBC had been introduced and had there been any surprising developments. • Members also asked if there were any strategic issues that needed consideration in the future. In respect of resource issues, comments were sought about how significant these were and what were the expectations in the medium term. A question was raised as to where customers who moved out of the borough were moving to. • A member asked if the council was able to assist Brent CAB in dealing with the increased demand that they were struggling to cope with and was there any help for single under 35 year olds on Benefits. <p>The Chair explained that this item had been requested shortly before the meeting and this is why a presentation had been given. The importance of continuing to engage with residents about welfare reforms was emphasised and it</p>	

		was requested that the committee receive regular updates on this issue.	
26th November 2014	Care Quality Commission Quality Compliance and Quality Improvement Action Plan	<ul style="list-style-type: none"> Members sought an update was sought on Delayed Transfers of Care, responding to the committee's queries <p>NWLHT advised that the CQC had commented on the open and frank culture amongst staff.</p> <p>That an update on the progress made in addressing the recommendations of the CQC be presented to a future meeting of the committee.</p>	
	Local Impact resulting from Changes to maternity, neonatal, paediatric and gynaecology services at Ealing Hospital	<p>The committee questioned what contingency plans were in place if it was found that the proposals were not feasible or appropriate. It was questioned whether similar modelling had been undertaken regarding the anticipated dispersal of service pressures for A&E units following the closure of the unit at Central Middlesex Hospital (CMH).</p> <p>That the committee be provided with an update on the implementation of the proposed changes to maternity, neonatal, paediatric and gynaecology services at Ealing Hospital at a future meeting.</p>	
	Developing Central Middlesex Hospital	<ul style="list-style-type: none"> The committee sought further information regarding the provision of in-patient mental health service at the Park Royal site. Queries were raised regarding the consultation activities undertaken, including the number held and how they were advertised. Further details were sought regarding the services available in the North of the borough and the procedures in place to deal with large scale health emergencies. A view was put that consultation on changes to primary care had been poor. Councillor Daly requested that details of the number of beds to be removed across North West London under SaHF be provided to her in writing. <p>(i) That the update report be noted</p>	

		(ii) That further information regarding the proposals for Central Middlesex Hospital be provided to the committee in writing and include a breakdown of the financial implications of the proposals.	
	Promoting Electoral Engagement - Scrutiny Task Group report	That the recommendations of the 'Promoting Electoral Registration' task group as detailed in the report be endorsed.	Since the report was agreed by service areas, the Programme Management Office has been tasked with developing a project to support the implementation of the recommendations. The Project started in January 2015 with an advertising campaign. The team have completed promotional activities and are now focusing on outreach and community engagement activities. Since the beginning of the project voter registration has increased by 2768.
6th January 2015	Safer Brent Partnership Annual Report 2013 - 2014	The Chair welcomed the SBP report and stressed the need to continue dialogue between the partners in the SBP and the community. He requested that the committee receive an update on the work of the SBP in around six months' time.	Refocus on VAWAG stats, number may be going up, but this is due to more confidence in reporting and better recording of incidents.
	Interim feedback from the Budget Scrutiny Task group	Members suggested that the Investments and Pensions Manager be invited to the next Budget Scrutiny Task Group meeting. The Chair concluded by stating that there was still much work to do before the final task group report and the recommendations it would make.	The Cabinet responded positively to the concerns raised and the debates held by the Budget Panel Task Group of the Scrutiny Committee. . The Budget Panel's report and recommendations were included as part of the Final Budget Report which was agreed by the meeting of Full Council in March 2015.
10th February 2015	Current Status of Systems Resilience Group and Winter Pressure Update	<ul style="list-style-type: none"> • The committee commented that they had been told at previous meetings that transferring staff from the closed A&E at CMH to NPH would lead to improvements in staffing levels and clarification was sought as to whether this had been demonstrated. • An explanation of the difference between bank and agency staff was requested and members asked what the 	

		<p>ring fenced grant in respect of delayed transfers of care was specifically for and what was the size of the grant.</p> <ul style="list-style-type: none"> • Members added that he had a positive personal experience when he had needed to visit the A and E at NPH around Christmas time and the service he received was efficient. <p>The Chair added that in some reports, the information was provided was not always as clear as it could be and was difficult to explain to residents and he asked that this be taken into account in future reports. He asked that an update on the SRG be provided at a future meeting.</p>	
	Brent Education Commission - six month update on the implementation of the Action Plan	<p>(i) that the contents of the report be noted and that a further update be received in the autumn of 2015;</p> <p>(ii) that the introduction of a proportionate approach to school improvement and the more robust challenge offered to schools at risk of underperforming be welcomed; and</p> <p>(iii) that the local authority's role in progressing a shared approach to supporting schools with its key educational partners, including Brent Schools Partnership and the two Teaching School Alliances be welcomed.</p>	
	Annual report academic year 2013-14: Standards and achievement in Brent schools	<p>The Chair requested that an update on this item be presented to the committee at a meeting in the autumn of 2015.</p> <p>(i) that the priorities proposed for 2014-15 intended to accelerate improvement be noted; and</p> <p>(ii) that the progress made in the overall performance of Brent's primary schools in 2013-14 be welcomed.</p>	
11th March 2015	Update on Customer Access Strategy	<ul style="list-style-type: none"> • Members asked whether the testing would be undertaken borough wide and it was commented that the triage system had worked well to date and asked whether there was training for staff in dealing with particularly complex issues. • Members also asked what would be ideal way in which residents would describe the service they had 	

		<p>experienced as far as the council was concerned.</p> <ul style="list-style-type: none"> • Members sought further information on what service areas had been underperforming and how was misdirecting of calls by the switchboard being monitored or picked up. In terms of calls reported as misdirected, it was asked if this was formally recorded. • Comments were made regarding a danger of making the council too remote from the community by shifting access via IT and telephony channels and removing opportunities for direct contact with residents <p>The Chair requested an update on this item for the December 2015 Scrutiny Committee meeting. That the progress being made in implementing the aims of the new Community Access Strategy be noted</p>	
	Housing pressures in Brent	<ul style="list-style-type: none"> • Member stated that issue of extensions in rear gardens needed to be investigated more. • Another member queried whether information held on landlords was confidential and • Member commented that it was regretful that the large housing stock the council had in the 1980s had been eroded by selling a significant proportion to housing associations at lower cost over the past few decades. It was added that he felt that the council's Pension Fund should invest more in housing. <p>The Chair requested an update on this item in six months' time, including details of the number of people who were leaving the borough. That the report on housing pressures in Brent be noted.</p>	
	Unemployment and Work Programme providers	The Chair emphasised the importance of the non disclosure agreement being reached between the Work Programme providers and the council. He added that it would be useful	The issue of cooperation with work programme providers has been highlighted and a greater urgency to

		<p>if there could be more information on how the council could assist Work Programme providers and their clients and that there needed to be a more joined up approach. He requested that the committee receive updates on unemployment levels and Work Programme providers on a quarterly basis.</p> <p>That the report on unemployment levels in Brent and the Work Programme be noted.</p>	<p>resolve some of the minor partnership issue is now at the forefront to the committee's agenda. Non disclosure agreements are being completed.</p>
30th April 2015	Environmental Sustainability Agenda	<ul style="list-style-type: none"> • In the subsequent discussion, the committee queried the ways in which the council could effect behavioural change regarding waste and recycling amongst residents and businesses. • The committee also questioned how retailers could be encouraged to reduce packaging and the financial benefit for the council of improved recycling rates. • Members sought further details regarding relationships with partner agencies, such as TFL and Northwest London Hospitals Trust. With regard to the former, it was queried what work had been done to identify pollution hotspots in the borough, whether there was any correlation with bus routes and how active reporting could be encouraged when buses were left running whilst parked. • The committee raised several queries regarding air pollutants and the use of diesel fuel, seeking information on when TFL would be introducing non-diesel buses, how the council would encourage the use of non-diesel private and commercial vehicles, how traffic flow could be improved across the borough and the number of charging points provided in Brent for electric vehicles. • Further information was sought regarding the work done with property developers across the borough, in recognition of the challenges for the existing infrastructure of increased road users. • Officers were also asked to comment on whether consideration had been given to seeking an extension of 	<p>Highlight to the committee the work undertaken across key service areas to address the issue of sustainability. Focusing on five key areas: transport and travel; air quality; in-house carbon management; street lighting and parking; public realm and waste; and parks and biodiversity.</p>

		<p>the Mayor of London's bike hire scheme.</p> <ul style="list-style-type: none"> • Members requested details of the number of staff responsible for addressing issues of sustainability and whether these were sufficient to support progress in this area. <p>That an update on the Environmental Sustainability Agenda be to the committee in six months time.</p>	
	Future Commissioning intentions of Brent Clinical Commissioning	<ul style="list-style-type: none"> • Members questioned the quality of engagement with community groups, emphasised the failure to meet national performance standards in the previous year, questioned what was being done differently to address these issues and sought specific timescales for achieving improvements. • Members queried what action was being taken to raise awareness of dementia amongst different communities, including the provision of materials in a variety of languages. • Members sought clarity regarding Brent CCG spending for 2014/15, noting that having accounted for commissioning for acute and community care there remained approximately a further £80m unaccounted for. • Members further queried the 2014/15 spending on enhanced GP services and the work undertaken to evaluate their success. <p>That an update be provided to a future meeting of the committee</p>	
	Use of Pupil Premium Grant Scrutiny Task group	<p>(i) that the recommendations of the task group be endorsed (ii) that subject to Cabinet agreement of the recs, an update on the implementation of the task group's recommendations be provided to a future meeting of the Scrutiny Committee</p> <p>The recommendations of the Pupil Premium Task Group be endorsed, subject to Cabinet approval. The committee</p>	<p>To date, the work done by the task group has raised the profile of the Pupil Premium. It has also encouraged further partnership working by the council, schools, Children Centres, parents, children and all educational providers. The task group has opened up the</p>

		receive an update on the implementation of the Task Group's recommendations at a future meeting of the committee.	discussions for innovative use of the PPG in Brent.
	Scrutiny Annual Report 2014/15	<p>Committee members were invited to submit feedback on the draft report which would be finalised for the end of May 2015.</p> <p>The draft Annual Scrutiny Report 2014/15 was noted.</p>	The Annual report highlights the work that the scrutiny committee has undertaken this year. Focussing on the part that the committee has played in key council decisions which have lead to improved outcomes and services for residents.
	Equalities and HR Policies and Practices Review and draft Action Plan	<ul style="list-style-type: none"> • Concerns were raised regarding the number of staff failing to receive supervisory appraisals, the implications this had for staff progression and whether managers were using the appraisals as an effective tool to support staff. • Clarity was sought on the policy for medical appointments and assurance was requested that this was not considered a reasonable adjustment for disabled employees. • The issue of unconscious bias was raised and it was strongly suggested that this form a core element of any training provided around recruitment. • Further details were requested regarding the training and support provided to members appointed to the Senior Staff Appointments Sub Committee. • With regard to BME representation at senior management, members queried how the council compared to other boroughs and whether there was an opportunity to learn from the practices of other local authorities. <p>The Chair highlighted the importance of ensuring that there was robust monitoring of the action plan and the committee agreed that an update should be provided on the progress achieved in six month's time.</p>	
16th June 2015	Paediatric Services - CCG	<ul style="list-style-type: none"> • Members requested a copy of the data modelling which was used by Shaping a Healthier Future to assure the CCG of the projections of demand to underpin the case for 	Joint report produced on behalf of Brent Clinical Commissioning Group (CCG) and London North West Healthcare NHS Trust

		<p>transfers of services from Ealing to Northwick Park and the future bed capacity required in the paediatric services at NWP. They also requested the data that will be used to inform reassurance decisions next March.</p> <ul style="list-style-type: none"> • Members request that the Accountable Officer – CCG, provide further details of the financial costs set out in the table at para 2.2 regarding how the same level of paediatric service would be achieved within reduced costs. <p>The committee requested that they receive a further update from the CCG on the information used to reach assurance on the safe and smooth transfer of services at their meeting in February 2016. CCG /NWLHT agreed to this request.</p>	<p>(LNWHT). Provide insight into the Paediatric Services and current provision provided to Brent residents. Highlight the potential impact on Northwick Park Hospital with regards to the impending changes to paediatric services at Ealing Hospital taking place on 30 June 2016.</p>
	Access to GP services Interim Task Group Report	<p>The committee requested that the final report on the access to GP services should include further information on:-</p> <ul style="list-style-type: none"> • Details of the location of GP hubs, public awareness of the GP hub mechanism and any evidence of the public's confidence in their GP. • How the future publicity campaign for GP hubs will be delivered. • Members requested information on how many GP's were sited in single GP practices or in practices with more than one GP. The also requested information on the numbers of GP's who are approaching retirement age. • Information was requested on how many GP practices were experiencing difficulties in recruit trained staff and if this was related to housing costs. Any information on how GP's are addressing recruitment problems. • Information on the numbers of people registered with a GP, number of people not registered and those who may still be registered with a GP in Brent but have moved away. <p>Members requested that the additional information</p>	<p>Interim feedback on the work of the Scrutiny Task Group focused on Access to Extended GP Services and Primary Care in Brent. Provided an outline of the task group scope, methodology and an overview of emerging findings and recommendations.</p>

		requested is included within the final report of the task group on GP services which will be considered at the July meeting of the Committee.	
	Brent Public Health Update	<ul style="list-style-type: none"> • Members requests that the financial return for Public Health expenditure made to the Department of Health is also circulated to scrutiny. • Members asked for a detailed breakdown of the numbers of people offered and accepting a health check update by GP practice • It was requested that a breakdown of the drugs and alcohol budget with numbers of patients in treatment by type of treatment is provided to the committee. This should include the indicative figures for the range of spend per patient for different types of treatment packages. • The number of people who have been helped to stop smoking by GP practice. • There was also a request for some future work to be undertaken on the school nurse service. This has only recently come under the councils contracting responsibilities and further work is being undertaken on the future contractual priorities. <p>Members commented that the report while outlining the expenditure and priorities for improving public health did not provide a picture of the impact made in tackling health inequalities. Would like further information on the actual change in prevalence of preventable health conditions.</p>	Highlight new local authority Public Health responsibilities and how the Council is discharging this responsibility as a result of the Health and Social Care Act 2012.
	Access to affordable childcare	<ul style="list-style-type: none"> • Members requested further information on the use of discretionary housing payments to support childcare costs for people moving into employment who have been affected by changes in welfare benefit payments. • It was asked if any work has been undertaken to assess the impact of support given to parents to access employment. 	Focused look at the challenge of providing access to affordable and quality Childcare.

		Members asked to receive an update on the implementation of the overall Child Poverty strategy in 2016.	
14th July 2015	Brent Housing Partnership - Performance	<ul style="list-style-type: none"> • Questions were asked on the cost of BHP modernising its computer systems, income from leaseholder charges and details of where the charges had been defended against legal action. • Members of the committee questioned the delays in job completions. • Members also asked how cases of anti social behaviour and illegal sub-letting were handled. • Members requested further information from BHP on Void times, complaints, communication with residents, seeking possession and illegal sub-letting. 	An overview of BHP 2014/15 performance, providing a demonstration of how it works to deliver objectives set out by the council.
	Developing Scrutiny Work Programme 2015/16	<p>It was confirmed that the Budget scrutiny panel would be reconvened to consider the budget for 2016/17.</p> <ul style="list-style-type: none"> • The committee asked that a briefing paper be provided on how the protection of pubs had been incorporated into the Development Management Plan. • That a briefing paper be provided on the admissions policies adopted by different types of schools. • That the chair, education co-opted members and a senior officer from the Children and Young People's department meet to discuss the education related topics. <p>(i) That the arrangements and principles for the effective operation of the Scrutiny Committee, as set out in paragraphs 3.1 – 3.6 of the report submitted, be noted;</p> <p>(ii) That the proposed process for defining the annual work programme for scrutiny detailed at paragraphs 3.10-3.14.</p>	Arrangements of the future operation of the Scrutiny Committee and the process for developing a robust work programme.
12th August 2015	The Councils future Transport Strategy	The Committee expressed concern that the strategy was too brief and lacked ambition. Members felt that it lacked evidence in places whilst making certain assertions and was rooted in the possibilities as they related to Transport for	An opportunity for the Scrutiny Committee to review and comment on the councils draft Long Term Transport Strategy (LTTS) before it is submitted to Cabinet.

		<p>London (TfL) and the availability of funding rather than going beyond this into areas where the Council needed to send out strong messages and councillors needed to lobby to address some of the major transport concerns in the borough.</p> <ul style="list-style-type: none"> • Scrutiny Committee recommends that Cabinet defer taking a decision on approving the Long Term Transport Strategy for Brent so that fuller consideration can be given to the points raised on it by the Committee; • Scrutiny Committee requests that Cabinet note the comments made by the Committee and agrees to the recommendations below being more fully addressed in the finally agreed strategy: <ol style="list-style-type: none"> i. The strategy needs to be more ambitious and incorporate reference to schemes on which the Council might need to lobby in order to see them progress. ii. The strategy should not be restricted to only those schemes and improvements that might be supported by TfL and included in LIP submissions, especially bearing in mind the forthcoming London Mayoral Election when a new Mayor will be elected who might have different priorities. There is a need for the serious public transport issues and road usage problems to be addressed. iii. Reference should be included of the Dudden Hill rail line and it's potential. iv. The possibility of a conflict of approach with neighbouring boroughs and the need to develop shared visions with other boroughs on those transport issues at the borough boundary should be articulated. v. Greater focus should be given on equality of access from the different geographical areas of the borough (North/South – East/West). 	<p>The LTTS has been developed to provide strategic direction to the transport investment throughout the borough over the next 20 years (2015-2035)</p>
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		<p>vi. A review of the document should be undertaken to remove some of the assertions made or support them with more evidence based statements and give a clearer focus to the strategy, bearing in mind that many of the 'daughter' strategy papers have yet to be written.</p> <p>vii. The strategy should include demographic evidence and have a greater focus on access to primary locations such as hospitals, schools, leisure centres etc.</p> <p>viii. Greater prominence should be given to the work being undertaken with schools to improve safety and congestion around schools.</p> <p>ix. A stronger message should be included on the health effects of diesel and the implications of this around the movement of freight.</p>	
	Food Standards Audit	<ul style="list-style-type: none"> Members of the committee questioned Officers and the lead member on structure and staffing of the team. Members made inquire about the numbers and the profile of Brent businesses, with emphases on the risk categories. Members were keen to know what penalties the council could face if improvements are not made. Members wanted to know how the budget for the services was currently being spent and how this related to the improvements required. One Member questioned how the present situation impacted on the health of local residents. <p>The findings of the Food Standards audit carried out in July 2014, the issues arising, response to date and the planned actions were noted.</p>	A detailed look into the July 2014 Food Standards Authority audit of the Councils discharge of its Food Safety Act 1990 duties. The report further highlighted the audit reports findings and the Councils responses including the action plan the Council is using to monitor progress.
9th September 2015	Central and North West London NHS Foundation Trust - Care Quality Commission report and action plan	<ul style="list-style-type: none"> Members were most concerned with the mental health services ad questioned the savings and cuts made by CNWL and where these cuts had been made. Members were concerned with the number of patients absconding from units and asked for further clarification on patients who were subject to section 17. 	The published Care Quality Commission (CQC) report on the quality of services provided by Central North West London NHS Foundation Trust and an action plan has been developed by the Trust to respond to the findings of the inspection.

		<ul style="list-style-type: none"> • Members questioned how long children were waiting for CAMHS appointments from referrals and how referrals were made for children with Attention Deficit Hyperactivity Disorder (ADHD). • Questions were asked about the numbers of restraining incidents, how many took place at Park Royal which was of particular concern and how many were recorded as being supine restraint. Reference was also made to the use of rapid tranquilisation restraint. <p>The committee requested a progress report in 6 months and a separate report in 3 months on the redesign of services in light of saving cuts.</p>	
	Scrutiny task group on Access to extended GP services and primary care in Brent	<ul style="list-style-type: none"> • Task group members explained that they had not been able to look into the optimum size for a practice but it was clear that there was a range of varied opening hours and gaps in service during lunch hours and Wednesday and Thursday afternoons. • It was the decision of the GP on hours of service and the task group had not been able to obtain full information on what out of hour's service there was. Members expressed surprise that communication plans were not integral to the delivery of services. • It was the understanding of the task group members that the CCG would consider the recommendations of the task group and make a formal response. The task group would meet again in six months time to consider the response of the CCG and progress with implementation of their recommendations. <p>That the recommendations made by the task group be approved and an action plan developed across partner organisations to take them forward;</p> <p>That a progress report on implementation of the</p>	The committee received the report of the task group that had been established to review the primary care element of Brent CCG's transformation programme and assess the extent of the changes and investment made in the Brent GP networks and primary care services.

		recommendations be submitted to the committee in six months time.	
	Terms of reference for task groups on Fly Tipping and CCTV	<p>That the scope, terms of reference and timescale for the task group on CCTV in Brent, as set out in the appendices attached to the report submitted, be agreed.</p> <p>That the scope, terms of reference and timescale for the task group on fly tipping in Brent, as set out in the appendices attached to the report submitted, be agreed.</p>	The reports set out the proposed scope for the Scrutiny task group on Fly Tipping in Brent on Close Circuit Television (CCTV) in Brent
	Scrutiny forward plan and key comments, recommendations and actions	<p>The Chair circulated a proposal for a task group on school governance and invited members of the committee to suggest issues to be included in its scope.</p> <p>The Chair suggested the following further items to be subject to scrutiny:</p> <ul style="list-style-type: none"> • school admission policy • children and young people mental health • adoption • the Council's budget setting (to be the work of a task group) • housing associations • section 106 and CIL <p>That the scrutiny forward plan and the key comments, recommendations and actions be noted.</p>	
8th October 2015	2015 Parking Strategy	<ul style="list-style-type: none"> • It was suggested that the strategy could include more on changes that could made in the future, the impact of parking restrictions on businesses and how to amend CPZs. • Also raised was the impact of planning permission for developments without parking spaces in the south of the borough and the amount of income from parking enforcement. 	The Committee received a report on the 2015 Parking Strategy. The strategy draws together existing policy into a single document, with the aim of providing a clear statement of the council's strategy intent with regard to parking services, which will inform the development of future individual policies. The Scrutiny committee was asked to consider and

		<ul style="list-style-type: none"> • Members questioned who was the focus of the council's vision? Residents or visitors? Enforcement of traffic schemes and CPZs was also raised. • Questions were raised on parking enforcement outside schools and the need for more analysis of opening and closing times, school expansions and the need for more improved signage for parking restrictions. • Members queried comparison with other local authorities and the arrangements in place to work with neighbouring boroughs on shared boundaries. • The committee agreed that the north and south of the borough experienced different problems given the shortage of off-street parking and relatively small parking spaces between houses in the south compared with the north of the borough's commuter parking problems. • Concern was also expressed over parking around schools and the likelihood of accidents and the need for parking arrangements to be in place for visitors to places of worship. • Members suggested a need for a hierarchy of on-street street parking. It was suggested a distinction be drawn between parking 'need' and parking 'demand', citing the example of people with disabilities who depended entirely on the use of their cars. Additionally, local businesses should be prioritised and also essential workers and care workers should not be given a lower priority than residents. • It was felt that a one hour parking restriction in a particular area would help alleviate the impact of CO2 emissions. Views were expressed in support of children being encouraged to walk to school and parking charges being reduced to encourage shoppers into the borough. 	comment on the strategy and forward their comments to the Cabinet for their consideration at the meeting on 16th November 2015.
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		<ul style="list-style-type: none"> Questions were also raised on modern camera technology and whether efforts had been made to generate income. The view was also put that the Strategy should be less optimistic in tone so as to manage expectations, given the council's financial position. <p>That the 2015 Parking Strategy be noted and comments forwarded to the Cabinet for their consideration at the meeting on 16 November 2015.</p>	
	Complaints Annual Report 2014-15	<ul style="list-style-type: none"> Concerns were expressed at the relatively high number of complaints fully or partly upheld at first stage and also at final stage. Members questioned the possible reasons behind findings of poor customer care, the extent to which it was attributable to a lack of training or low staff morale and whether there were patterns between services. Members also questioned the response times and heard that most were resolvable within the 20 days target and questioned whether straightforward cases where the council was at fault were accepted and apologies issued at an early stage. Members requested justification for the view expressed in the report that customers resorted to the complaints process as a means of having a negative decision reviewed. Members also questioned what action was being taken to compensate cases where homeless families have been kept in bed and breakfast accommodation longer than the maximum six weeks. Concern was also expressed at complaints over Veolia staff behaviour suggesting the need for independent audit. Members agreed on the need for improved communication with the public. 	The scrutiny committee received an overview of the corporate complaints received by the council during the period April 2014 to March 2015.

		<ul style="list-style-type: none"> Concern was also expressed at the length of time taken to complete repairs and questioned why this was the case especially for urgent cases involving residents' safety. The Committee suggested that staff should be more empathetic and less judgemental of complainants. The committee suggested that there was a democratic deficiency with many residents not aware of the council. A change in terminology from customers to residents was suggested to help bring about an attitudinal change. <p>RESOLVED:</p> <p>(i) that the council's performance in managing and resolving complaints be noted;</p> <p>(ii) that the actions being taken to improve response times to complaints and reduce the number of complaints which escalate to the final review stage be noted;</p> <p>(iii) that a progress report be submitted in six months' time.</p>	
	Fly Tipping task group scope	<p>RESOLVED:</p> <p>that the scope be noted.</p>	The Committee considered the proposed scope for the Scrutiny task group on Fly Tipping in Brent. The task group had been requested by the Scrutiny members in response to communicated concerns from Brent residents.
5th November 2015	Brent Local Safeguarding Children Board Annual Report	<ul style="list-style-type: none"> Members of the committee asked a series of questions regarding the OFSTED inspection concerns. Members enquired about the funding cuts faced by the Metropolitan Police and how this would impact on the work of the Board. Members asked question regarding data on FGM and work on anti radicalisation. Members also expressed concern that the Board did not have a specific strand of work on looking at the welfare of those children who were homeless. The Committee recorded its concern over the issue of 	The independent chair of the Brent Local Safeguarding Children Board (LSCB) present the LSCB annual report to Scrutiny members.

		<p>transitory families and the effect this could have on children and that all the partner agencies were fulfilling their responsibilities in this area.</p> <ul style="list-style-type: none"> Members questioned the outcome of the work of the Board and the evaluation of the training. <p>RESOLVED:</p> <p>(i) that the LSCB annual report be noted;</p> <p>(ii) that the Committee's concerns regarding the welfare of children within transitory families and temporary housing be passed back to the Board.</p>	
	Scrutiny task group on Closed Circuit Television (CCTV)	<ul style="list-style-type: none"> The committee questioned the law on the deployment of CCTV. Concern was expressed that by adopting a traffic light approach to deploying CCTV, this would take from areas of less crime which would then be vulnerable to an increase in crime. Reference was made to the Cleaner Brent App and if this could be linked to CCTV. <p>Councillor Denselow identified eleven of the recommendations as being capable of either being included in the strategy or that were already in progress. The other eleven recommendations would need to be further explored with input from other parts of the Council such as legal and planning. However, he felt all the recommendations could be implemented.</p> <p>RESOLVED:</p> <p>(i) that the recommendations of the scrutiny task group on closed circuit television (CCTV) be approved and the development of an action plan across the Council and with partner organisations be supported;</p>	<p>The task group was requested by the Scrutiny Members in response to Brent resident's requests for increased levels of CCTV in the borough. The purpose of the task group was to analyse and understand the effectiveness of CCTV in Brent and its impact on reducing anti social behaviour crime, and, to review policies and processes in comparison to others and best practice. The report outlines the task group's findings and recommendations.</p>

		(ii) that a progress report against the recommendations be submitted to the committee in six months time.	
	Scrutiny task group on Fly tipping	<ul style="list-style-type: none"> • It was suggested that the recommendation to give the Cleaner Brent App further publicity could be actioned by adding a footnote to Council correspondence. • It was pointed out that a lot of the recommendations involved Veolia and it was questioned whether Veolia would take on these suggestions. • With regard to the collection of bulky waste, the view was put that it was important to provide an efficient collection service to avoid it being dumped. • Reference was made to the people whose job it was to go out in the borough and it was asked whether they had a duty to report dumped waste. • Questions were asked on how the suggested community clean-ups might work. <p>Councillor Southwood stated that there was nothing in the recommendations affecting Veolia that could not be implemented through the current contract the Council had with them. She supported the point made about language leading to a misunderstanding of what fly tipping was. She felt that none of the recommendations presented anything that was unachievable or undeliverable. She agreed that local people needed to be empowered to take action against illegal dumping.</p> <p>RESOLVED:</p> <p>(i) that the recommendations of the scrutiny task group on fly tipping be approved and the development of an action plan across the council and partner organisations to take them forward be supported;</p> <p>(ii) that a progress report against the recommendations be submitted to the Scrutiny Committee in 6 months time.</p>	The task group was requested by the Scrutiny Members in response to communicated concerns from Brent residents regarding increased fly-tipping levels. The purpose of the task group was to analyse and understand the borough's knowledge, behaviour and understanding of fly-tipping, and to review local fly-tipping policies and processes of the council and its partner's. The report outlines the task group's findings and recommendations

	Scrutiny forward plan and key comments, recommendations and actions	That the Scrutiny Committee forward plan be noted. The actions listed against the key comments and recommendations from meetings of the Scrutiny Committee during 2014/15 were noted	
2nd December 2015	Update on the procurement processes for five General Practice services in Brent	<ul style="list-style-type: none"> • Members queried the consultation process; members also discussed the provision of GMS and PMS contracts and what they saw as the unannounced phasing out of GMS contracts. • The committee asked for details of any existing PMS contract holders that had a role in the CCG. It also asked for information on the performance issues with the Sudbury Surgery. • The committee made enquiries regard to the standard service provision including remote access for appointments. • The committee emphasised the importance of engaging with patients over how to use on-line appointment facilities. <p>RESOLVED:</p> <p>(i) that the briefing and timeline for the procurement process for five GP practices in Brent be noted;</p> <p>(ii) that an update on progress be submitted to the Committee in March 2016.</p>	This paper is to provide the Scrutiny Committee with a briefing and update on the processes being undertaken by NHS England to procure contracts to continue services for patients of five practices across Brent.
	CCG Commissioning Intentions	<ul style="list-style-type: none"> • The Chair asked how it was intended that the CCG would move from a deficit position to a surplus with no reduction in service. • Members expressed concern at the change of approach to post-discharge advice and education for mental illness shown in paragraph 8.13.a of the report. • It was felt that GPs needed more training on treating mental health issues. Members felt that more work was needed on looking into mental health services and undertook to discuss this outside the meeting. 	The report provides a summary of the commissioning intentions and the processes and engagement that has supported their development.

		<ul style="list-style-type: none"> Reassurances were sought that the views of Patient Voice would be taken into account and that access to the services provided was considered. 	
	South Kilburn regeneration programme	<ul style="list-style-type: none"> Questions were asked regarding how many units of social housing were being provided as compared to private housing. Concern was expressed that as budgets got tighter less social housing would be provided. Members enquired about the slippage to the programme and how local residents were informed of this. Richard Barrett stated that he attended a tenants steering group every 2-3 months. Reference was made to complaints received from residents about the behaviour of some contractors. Questions were asked about employment opportunities within the area created by the regeneration programme. The Committee were interested in receiving more information on the work with the police in designing out trouble spots within the new redevelopments. Members were also concerned that the planned expansion of local schools would provide sufficient places for local children. Members expressed their continuing concern over the need to provide better outcomes for local people and not just provide new housing. 	This report provides an update to Members of the Scrutiny Committee of the progress of the South Kilburn Regeneration Programme. It sets out the main aims, achievements to date and ambition of the programme.
	Scrutiny forward plan and key comments, recommendations and actions	Two new task groups will be established to look at housing associations operating in Brent and the use of Section 106/Community Infrastructure Levy payments. The work programme will be updated to reflect the forthcoming approval of the terms of reference.	
6th January 2016	Review of charges to recycling and green waste collections	<ul style="list-style-type: none"> Members questioned why biodegradable sacks were not sold to those people not able to have a bin and suggested that this be explored. 	A report was presented to the Scrutiny Committee, following a previous Scrutiny Committee resolve that a review of the

		<ul style="list-style-type: none"> • Members raised the issue regarding the benefits of the Cleaner Brent app, it was stated that there is patchy knowledge and use of it across the borough. • Question were raised on how the intelligence gathering regarding fly tipping incidents is kept and whether this could be made available on a ward by ward basis. • Concern were also raised that the same hotspots for fly tipping existed. • Issue of disposal of Christmas trees were raised, it was stated that for next year consideration could be given to providing an improved service. • Surprised expressed that at time of writing report Q3 data was not available and a request that this be provided to members of the committee. • Members questioned how it had been established that the amount of green waste had fallen and whether it had transferred to residual waste. • Concerns were expressed over contractual arrangements regarding increased take up of the service, investment in additional resources and final financial benefit to the Council. • Concern expressed that approximately one third of the £120k raised over and above the cap benefitting Veolia rather than the Council. Explanation sought on exactly how money was divided up, who authorised it and when this action was taken. 	<p>garden waste service should be held following a period of 9 months.</p>
	Budget Scrutiny Panel Report	<ul style="list-style-type: none"> • Members stated that scrutiny members had a bigger role in the budget discussions at an earlier stage in the process. He expressed his disappointment that the budget report presented to Council in November 2015 did not mention any input from Scrutiny. • Members discussed maximising income by carrying out more enforcement and at the same time providing a self financing community benefit rather than simply 	<p>A Budget Scrutiny Panel was put together by Brent's Scrutiny Committee Chair, Councillor Matt Kelcher, in December 2015, to analyse and scrutinise the proposed budget for Brent Council for the financial year beginning in April 2016. A report was presented summarising some of the Panel's broad thoughts about the</p>

19 th February 2016		<p>looking at the fee structure.</p> <ul style="list-style-type: none"> • Members suggested that more could be done to lever in national bodies to carry our pieces of work within the borough. • Members suggested that use of facilities at the Civic Centre could be made more attractive if better parking provided such as by negotiating with surrounding businesses for use of parking space. • Members also suggested developing a Civic Enterprise strategy through which many of the issues raised by the committee could be developed. • General criticism that budget paper did not present a coherent strategic view or address issue such as value for money and productivity. 	direction and content of the Council's budget.
	Scrutiny forward plan and key comments, recommendations and actions	That the committee's forward plan, key comments and actions be noted subject to items raised at the meeting being added.	
	Child & Adolescent Mental Health Services in Brent: Current provision and future developments	<p>Members welcomed this item and the ambition shown in the report submitted to the committee.</p> <ul style="list-style-type: none"> • Members questioned the available funding and if the 3.4 mil was enough to deliver planned services. • Members queried the comparisons between adults and children's mental health budgets. Members also questioned what percentage CHAMS was of the overall CCG budget. • Members also wanted to know the links between suicide and self harm. Members also queried the numbers of suicides. • Members asked about the number of referrals and then queried how many children were seen in 12/13 and 14/15. 	The report provided an overview of the current Child and Adolescent Mental Health Services (CAMHS) available in Brent, and the improvements and investments identified in the CAMHS Local Transformation Plan as a response to 'Future in Mind'.

		<ul style="list-style-type: none"> • Members queried the referral waiting times at Northwick Park and St Mary's and raised concerns over the very long waiting times. • Members wanted to know the reasons behind the increase in service users numbers; from 45-70 • Members were also curious about demographical information concerning boys aged 10 and girls aged 15. • Questions were asked about the breakdown of THAMS between secondary and primary schools; and what other mental health provisions were in schools. 	
	Safer Brent Partnership Annual Report 2015	<ul style="list-style-type: none"> • Members started by asking about the figures for fear and perception of crime. • Members then inquired about the priority of VAWG, especial children living with domestic violence and forced marriages. Members question the number of visits/training in schools suggestion that this number was low and more work needed to be done concerning sex and relationships education (SRE). • Members brought up the subject of Islamophobia and a series of incidents that have taken places on TFL buses. • There were discussions regarding the treatment of rough sleepers in the south of the borough. • Members also discussed the attendance of the statutory partners, namely the Fire service and the CCG. The National probation service was also discussed. • Members inquired about the member's survey and data sharing. They were particularly concerned about sharing information relating to gangs and anti-social behaviour. 	The Safer Brent Partnership (SBP) provided its annual report. The SBP is the statutory community safety partnership under the Crime and Disorder Act 1998. Under the act the council has a legal responsibility to consider the impact of crime and disorder in relation to council services and to collaborate with local partners to reduce crime, disorder, substance misuse and reoffending.
	Proposed Scope for Scrutiny Task Group on Community	That the scope, terms of reference and timescale for the task group on Community Infrastructure Levy (CIL) and Section 106 in Brent, as set out in the appendices attached	The reports set out the proposed scope for the Scrutiny task group on Community Infrastructure Levy (CIL) and Section 106

	Infrastructure Levy (CIL) and Section 106 in Brent	to the report submitted, be agreed.	in Brent
	Proposed Scope for Scrutiny Task Group on Housing Associations in Brent	That the scope, terms of reference and timescale for the task group on Housing Associations in Brent, as set out in the appendices attached to the report submitted, be agreed.	The reports set out the proposed scope for the Scrutiny task group on Housing Associations in Brent
	Scrutiny forward plan and key comments, recommendations and actions	That the committee's forward plan, key comments and actions to be noted subject to items raised at meeting being added.	
24th February 2016	Education Commission update -including the Annual Standards and Achievement report 2014-2015	<ul style="list-style-type: none"> • Members acknowledged the strong improvement in some areas which was a credit to the schools and teachers concerned. However, the poorer performance in the secondary sector was noted, specifically by black Caribbean boys. • Discussion took place around the new requirements for reporting at key stage 1 and 2 levels and the introduction of a new curriculum that was more demanding. • Members asked questions on the national funding formula and the number of school exclusions. • Members of the committee raised concerns regarding the performance of Academies and Free Schools. • Members felt that there was not much mention of the role of the parent within the report. • A member of the committee felt more comparative data with neighbouring boroughs should be provided and expressed the view that in some communities it was customary for children to receive supplementary education thereby driving up performance. • The point was also made that the situation regarding the performance of black boys was a long standing 	The Brent Education Commission report, Ambitious for All: a shared responsibility, was endorsed by elected members in June 2014. This report updates members on progress against the priorities identified by the Commission and presents evidence of the commission's impact, through the significant improvement in Brent's inspection outcomes, standards and achievement, and the improved outcomes for most groups of pupils including the disadvantaged group which is supported by the Pupil Premium Grant.

		<p>one.</p> <p>RESOLVED: That the report and comments made at the meeting be noted.</p>	
	SEND reforms and implementation	<ul style="list-style-type: none"> Members queried the 20 week target for completing assessments, the point was made that completed care plans were bulky and not practical for everyday use. Members inquired to the number of 2, 3 and 4 year olds with statements Members were concerned that schools may not have resources to cope with implementing the new arrangements The committee questioned the physical accessibility of schools for children with physical disabilities. A committee members asked questions regarding the SEND application approval rates. <p>RESOLVED: (i) That the progress on implementing SEND reforms and the areas to be developed be noted; (ii) That issues identified within the report be identified for reporting back in more detail to future meetings of the appropriate scrutiny committee.</p>	The report set out the key changes arising from The Children and Families Act which came into effect on 1st September 2014, and provides an update on Brent's progress in delivering the national programme of special educational needs and disabilities (SEND) reforms.
	Adult Social Care Local Account 2014/15	<ul style="list-style-type: none"> The point was made that there needed to be monitoring of assessments to identify where cases had been refused and to ensure resources were being used most effectively. The provision of respite care was raised. The provision of incontinent pads was raised and the request was made for the Council to check that the appropriate ones were being issued. 	The purpose of Brent's Local Account is to communicate priorities and to provide Members, residents and service users with a key accountability mechanism by which self-regulation and improvement activities can be systematically monitored and reported. The document attached at Appendix A is the full version of the report.

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	<ul style="list-style-type: none">The Chair asked what number of people using the carer's hub who received this support. <p>RESOLVED: That the performance and contextual information contained in the Adult Social Care Local Account 2014/15 report be noted.</p>	
Brent Safeguarding Adults Board – governance arrangements	<ul style="list-style-type: none">It was agreed that clearer messaging was needed on what was adult safeguarding with reference to case studies and the impact on carers.The committee was informed that Fiona Bateman would soon be stepping down as chair of the Brent Safeguarding Adults Board. <p>RESOLVED: That the Brent Safeguarding Adults Board Annual Report for 2014/15 be noted and suggestions made for next year's report be addressed.</p>	The report supports the Independent Chair presentation of the Safeguarding Adults Board's Annual Report for 2014-15.
On-street Parking Service Offer and Charge in controlled Parking Zones; and Parking Statutory Guidance	<ul style="list-style-type: none">The Chair raised the potential equalities impact of reducing the number of permits to two per household with certain communities more likely to have multiple generations living at the same address.A member expressed the view that the message was not getting through that there were too many cars in the borough for all of them to have parking spaces and that planning policy needed to enforce this message.Members raised questions regarding the impact on those with informal care support arrangements.Members inquired about larger motorbikes requiring a permit.The increased level of parked commercial vehicles causing disruption to residents was raised.It was suggested that a range of pricing for larger vehicles should be considered as well as for engine	The report is being submitted to Cabinet on 14 March 2016 and sets out a series of changes to the way in which the council manages, and charges for, on street parking.

		<p>size.</p> <p>RESOLVED: That the comments made above be taken into account during the consultation on the street parking service and charges.</p>	
	Scrutiny forward plan and key comments, recommendations and actions	<p>The request was made for the information sought on the number of social housing units within the Kilburn regeneration area requested at the meeting of the committee on 2 December 2015 be forthcoming.</p> <p>That the committee's forward plan, key comments and actions to be noted subject to items raised at meeting being added.</p>	
5 th April 2016	Call-in Report on Tackling Illegal Rubbish Dumping and Litter with Uniformed Street Patrols	<p>Following consideration of the report, the further information supplied and contributions from the Lead Member, Councillor Southwood and lead officers, the committee decided not to submit any recommendations to Cabinet.</p> <p>However, the chair wished to make clear the following views of the committee:</p> <ul style="list-style-type: none"> • The issue of littering and illegal rubbish dumping is clearly a hugely important one for our residents. The idea of using foot patrols to issue fixed penalty notices to offenders is an interesting one and the Committee accepted the need for a trial period to determine whether this will work practically in Brent. Due to the start-up costs associated with a short term trial the Committee accepted the Cabinet's decision to do this through a private provider with some experience in the field e.g. Kingdom; • However, if the trial is a success, the Scrutiny Committee expressed its clear preference that this does not become yet another service permanently 	<p>The decisions of Cabinet to approve a proposal to enter into a pilot contract with Kingdom Security Limited for the delivery of a payment-by results, cost-neutral uniformed service for the enforcement of street scene and environmental offences in the borough for a period of 12 months have been called in for scrutiny.</p>

		<p>outsourced from local government to private contractors, and that Brent Council works to provide it in house so that we can guarantee good terms and conditions for the enforcement officers, build up our internal expertise and deliver a positive financial return for Brent. Scrutiny members would hope that the Council's new social value procurement strategy will help to achieve this;</p> <ul style="list-style-type: none"> Members were encouraged by the Cabinet member's positive attitude about working more closely with the Scrutiny Committee in future, and noted that it was best practice that when any recommendations emanating from Scrutiny are developed into cabinet policy, the Committee and/or Task Group are involved every step of the way. 	
	National Adoption Reform Proposal	<p>Summary to follow</p> <p>RESOLVED: Need to align the scrutiny function of Corporate Parenting Committee with the work of the relevant new scrutiny committee.</p>	The purpose of this report is to provide information to the Council's Scrutiny Committee, as requested, about the proposals for adoption reform contained within the government's Education and Adoption Bill 2015 and how the local authority is responding to these proposals.
	Brent and Harrow Systems Resilience Group – Update on Winter 2015/16 and planning for 2016/17	<p>Summary to follow</p> <p>Members asked for figures on meeting targets for referral to treatment (medicine and surgery), cancer targets, and numbers and breakdown of DTOC cases.</p> <p>RESOLVED: After receiving the requested information members felt that the data was worrying and that their concerns should be noted.</p>	The purpose of this paper is to provide the Brent Scrutiny Committee with an update on the progress to date made by the Brent and Harrow Systems Resilience Group (SRG) with regard to managing winter pressures in 2015/16 and the impact that this has had on performance.

Access to affordable childcare	<p>Summary to follow</p> <p>RESOLVED: Members asked for figure of the amount of grant top sliced for administration. The Strategic Director Children and Young People undertook to provide further information on the number of approaches made for an assessment of 0-5 year olds.</p>	This is a requested update on the paper brought to Scrutiny in June 2015. It considers the challenge of providing access to affordable, quality childcare in Brent.
HR and Equalities Review	<p>Summary to follow</p> <p>RESOLVED: Cllr Pavey to take back points raised. Request for how incidents leading to formal action are measured in order to prevent them reaching an IT. Suggestion that re-establishing an Accessibility Officer might be value for money.</p>	A review of HR Policies & Equalities was carried out in October 2014 by Councillor Michael Pavey and this report provides an update on the action plan.
Scrutiny forward plan and key comments, recommendations and actions	The chair stated that the current forward plan will end with the next scrutiny committee meeting, a new forward plan for 2016/17 has been drafted but not yet confirmed. Items on the current plan which have not been heard have been moved to the new plan.	

Draft Forward Plan Scrutiny Committees Post May 2016

In March 2016 Full Council endorsed the proposal to adopt a new model for the Scrutiny function composed of two committees focused on:-

- Community and Well-being Scrutiny Committee
- Resources and Public Realm Scrutiny Committee

It was agreed that each committee would meet six times during the municipal year. This note sets out an initial view on populating the work programme for each of these committees with indicative dates for the meetings and the known statutory items that the committees will need to consider during the year. Final committee dates have yet to be set but the months indicated are aligned to key dates such as the requirement to hold a meeting in January to consider the Scrutiny Budget Report for sign-off by the Committee prior to submission to the Cabinet and Full Council in March.

This initial forward Plan also includes items that have been carried over from the work programme of the current Scrutiny Committee which were requested for the June meeting. These items are indicated on the plan by ‘*’ in the schedule for the Resources and Public Realm Scrutiny Committee.

A key objective of adopting the new Scrutiny model with two committees is to develop a more strategic approach to the development of the work programme with a more in-depth focus on fewer issues, where scrutiny activity will add real value.

***PLEASE BE ADVISED THAT THIS IS DRAFT AND SUBJECT TO CHANGE**

Community and Well being Scrutiny Committee

This committee will cover Housing, Adult Social Care, Children's Services, Public Health and statutory scrutiny responsibilities with regard to the provision of local health services.

Date of Committee TBC	Agenda items	Responsible officers
June	Agree work programme – including paper setting out key performance data and legislation and policy development work policy	Peter Gadsdon, Director of Performance, Policy and Partnerships
July 2016	<p>Scrutiny Annual Report 2015/16</p> <p>Transforming Primary Care in London</p> <p>Housing Associations Scrutiny Task group report.</p> <p>Private rented sector – landlord licensing and ethical lettings agency.</p>	<p>Peter Gadsdon, Director of Performance, Policy and Partnerships.</p> <p>Phil Porter, Strategic Director of Community and Well-being Sarah Mansuralli, Chief Operating Officer, Brent CCG</p> <p>Cllr Miller, Chair of the Scrutiny Task group</p> <p>Phil Porter, Strategic Director of Community and Well-being.</p>
September 2016	<p>Annual Report of the Children's Safeguarding Board 2015/16</p> <p>Annual complaints report 2015/16</p> <p>New mental health strategy for north-west London</p>	<p>Gail Tolley, Strategic Director Children and Young People</p> <p>Peter Gadsdon, Director of Performance, Policy and Partnerships</p> <p>North West London Collaboration of Clinical Commissioning Groups, Deputy Director of Mental Health Services Jane Wheeler</p>

Date of Committee TBC	Agenda items	Responsible officers
November 2016	Annual Report of the Adults Safeguarding Board 2015/16 Update on the Ofsted Action Plan	Phil Porter, Strategic Director of Community and Well-being Gail Tolley, Strategic Director Children and Young People
January 2017	CCG Commissioning Intentions 2017/18	Sarah Mansuralli, COO, Brent Clinical Commissioning Group
March 2017	School Achievement report	Gail Tolley, Strategic Director Children and Young People
May 2017		
July 2017		

Resources and Public Realm Committee

This committee will cover corporate resources, including customer services, policy, partnerships and performance, community safety, regeneration and environmental services.

Date of Committee TBC	Agenda items	Responsible officers
June	Agree work programme – including paper setting out key performance data and legislation and policy development work policy	Peter Gadsdon, Director of Performance, Policy and Partnerships
July 2016	Environmental Sustainability agenda* Scrutiny Annual Report 2015/16 Strategic overview of the Council's financial position S106/ Community Infrastructure Levy Scrutiny Task group report.	Lorraine Langham, Strategic Director of Regeneration and Environment Peter Gadsdon, Director of Performance, Policy and Partnerships. Stephen Hughes, Strategic Director of Resources Cllr Farah, Chair of the Scrutiny Task Group.
September 2016	Annual Report on Complaints 2015/16 Unemployment and Work Programme providers* Update on Community Access Strategy* Update on implementation of recommendations from CCTV scrutiny task Group. Update on implementation of recommendations from	Peter Gadsdon, Director of Performance, Policy and Partnerships Lorraine Langham, Strategic Director of Regeneration and Environment Stephen Hughes, Strategic Director of Resources Lorraine Langham, Strategic Director of Regeneration and Environment. Lorraine Langham, Strategic Director of Regeneration and

	Illegal rubbish dumping task group.	Environment.
November 2016	Capital programme	Stephen Hughes, Strategic Director of Resources

January 2017	Budget Scrutiny Report	Chair of the Budget Scrutiny Panel
March 2017		
May 2017	Annual report of the Safer Brent Partnership	Chair of Safer Brent Partnership
July 2017		

*Item carried forward from previous Scrutiny Forward Plan for the June 2016 meeting