



# Brent

## Cabinet

**Monday 12 December 2016 at 7.00 pm**  
Board Rooms 3, 4 & 5 - Brent Civic Centre

### Membership:

**Lead Member  
Councillors:**

**Portfolio**

Butt (Chair)	Leader of the Council
McLennan (Vice-Chair)	Deputy Leader
Farah	Lead Member for Housing and Welfare Reform
Hirani	Lead Member for Community Wellbeing
Mashari	Lead Member for Regeneration, Growth, Employment and Skills
Miller	Lead Member for Stronger Communities
W Mitchell Murray	Lead Member for Children and Young People
Southwood	Lead Member for Environment

**For further information contact:** Thomas Cattermole, Head of Executive and Member Services; 020 8937 5446; [thomas.cattermole@brent.gov.uk](mailto:thomas.cattermole@brent.gov.uk)

For electronic copies of minutes, reports and agendas, and to be alerted when the minutes of this meeting have been published visit: [democracy.brent.gov.uk](http://democracy.brent.gov.uk)

**The press and public are welcome to attend this meeting**

# Agenda

Introductions, if appropriate.

Apologies for absence.

Item	Page
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<b>1</b>	<b>Declarations of Interests</b>	
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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.

<b>2</b>	<b>Minutes of the Previous Meeting</b>	1 - 14
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<b>3</b>	<b>Matters Arising (if any)</b>	
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<b>4</b>	<b>Petitions (if any)</b>	
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<b>5</b>	<b>Appointments to Committees (if any)</b>	
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## Chief Executive's reports

<b>6</b>	<b>Q2 Integrated Performance Report 2016/17</b>	15 - 58
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This integrated Finance and Performance Report aligns both financial and performance information to provide an overview of Council performance in Quarter 2 2016/17 (Q2). Additional reports in the appendices provide further detail on the Council's position:

- **Appendix A** – Financial Forecast 2016/17
- **Appendix B** – Performance Report – Q2 2016/17
- **Appendix C** – Performance Scorecard – Q2 2016/17

**Ward Affected:**  
All Wards

**Lead Member:** Deputy Leader (Councillor Margaret McLennan)  
**Contact Officer:** Peter Gadsdon, Director, Performance, Policy and Partnerships  
Tel: 020 8937 1400  
peter.gadsdon@brent.gov.uk

## Children and Young People reports

<b>7</b>	<b>Agree the Regionalisation of Adoption</b>	59 - 82
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This report seeks Cabinet approval for the Council to work collaboratively

with other London boroughs to continue to develop the London Regional Adoption Agency with the intention of joining the agency, when it becomes operational. It is envisaged that it will become operational during 2017/18.

**Ward Affected:**  
All Wards

**Lead Member:** Lead Member for Children and Young People (Councillor Wilhelmina Mitchell Murray)

**Contact Officer:** Nigel Chapman, Operational Director Integration and Improved Service  
Tel: 020 8937 4456  
nigel.chapman@brent.gov.uk

## Regeneration and Environment reports

### 8 Link and Telephony Tender

83 - 92

This report concerns provision of voice and data links to the London Boroughs of Brent and Lewisham. The authorities are seeking a single supplier to be responsible for provision of all ICT links between the authorities. The contract for these links will be for 5 years. The service will include installation and maintenance of new links and maintenance of existing links. The report outlines the mini tender process under Crown Commercial Services Framework RM1045 being operated and requests delegated approval to award a contract in respect of supplying links to both Councils.

**Ward Affected:**  
All Wards

**Lead Member:** Deputy Leader (Councillor Margaret McLennan)

**Contact Officer:** Prod Sarigianis, Joint Head of Digital Services  
Tel: 020 8937 6080  
prod.sarigianis@brent.gov.uk

### 9 Air Quality Action Plan 2017 - 2022

93 - 114

Air quality in Brent is poor and requires further intervention to reduce levels of two key air pollutants known to be harmful to health -Nitrogen Dioxide (NO<sub>2</sub>) and Particulate Matter (PM<sub>10</sub>). The draft Air Quality Action Plan (2017 – 2022) outlines measures for local air quality improvement. The purpose of this report is to seek approval regarding proposed air quality action.

**Ward Affected:**  
All Wards

**Lead Member:** Lead Member for Environment (Councillor Eleanor Southwood)

**Contact Officer:** Amar Dave, Strategic Director of Regeneration and Environment  
Tel: 02089371516  
Amar.dave@brent.gov.uk

**10 Phase 3 Primary School Expansion Programme – Update on Design and Build Contracts** 115 - 134

**Ward Affected:**  
Kenton;  
Northwick Park;  
Stonebridge

**Lead Member:** Leader of the Council (Councillor Muhammed Butt)  
**Contact Officer:** Cheryl Andani, Property and Asset Management  
Tel: 020 8937 3227  
Cheryl.andani@brent.gov.uk

### Resources reports

**11 Collection Fund Report** 135 - 140

This report outlines that the Council is required to estimate the amount of any surplus or deficit on the Collection Fund as at 31 March 2017 and how it is shared amongst the constituent precepting bodies and Central Government. This must be done by 15 January 2017 in relation to Council Tax, and this report asks the Cabinet to approve the estimated balance for Council Tax and Business Rates (NNDR).

**Ward Affected:**  
All Wards

**Lead Member:** Deputy Leader (Councillor Margaret McLennan)  
**Contact Officer:** Conrad Hall, Chief Finance Officer  
Tel: 020 8937 6528 conrad.hall@brent.gov.uk

**12 Reference of item considered by Scrutiny Committees (if any)**

**13 Exclusion of Press and Public**

The following item(s) is/are not for publication as it/they relate to the following category of exempt information as specified in the Local Government Act 1972 namely: *Paragraph 3(s) Part 1 of Schedule 12A - Information relating to the financial or business affairs of any particular person (including the authority holding the information).*

Not for publication:

- Link & Telephony Tender – Appendix B
- Phase 3 Primary School Expansion Programme – Full Report

**14 Any other urgent business**

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

**Date of the next meeting: Monday 16 January 2017**



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

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

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## LONDON BOROUGH OF BRENT

### MINUTES OF THE CABINET Tuesday 15 November 2016 at 7.00 pm

**PRESENT:** Councillor Butt (Chair), Councillor McLennan (Vice-Chair) and Councillors Farah, Hirani, Mashari, Miller, W Mitchell Murray and Southwood

**Also Present:** Councillors Jones, Ketan Sheth, Conneely, Ms Shaw, Warren, Chohan and Duffy

1. **Declarations of Interests**

There were no interests declared.

2. **Minutes of the Previous Meeting**

RESOLVED:-

That the minutes of the previous meeting held on 24 October 2016 be approved as an accurate record of the meeting.

3. **Matters Arising**

There were no matters arising.

4. **Petitions (if any)**

None

5. **Scrutiny Task Group Report on Housing Associations**

Speaking in his former role as Chair of Brent's Housing Association Scrutiny Task Group, Councillor Tom Miller, Lead Member for Stronger Communities, presented the task group report on Brent's Housing Associations.

Councillor Miller thanked Councillor Ketan Sheth, Chair of the Community and Wellbeing Scrutiny Committee, and James Diamond, Scrutiny Officer, for their support to the work of the task Group.

Councillor Harbi Farah, Lead Member for Stronger Communities, thanked Councillor Tom Miller and the task group members for their report.

Councillor Muhammed Butt, Leader of the Council thanked Cllr Tom Miller and Cllr Ketan Sheth for their work on this stating that Cabinet would report back to the Community and Wellbeing Scrutiny Committee with an update in 6 months.

RESOLVED:-

- i. Cabinet noted the recommendations agreed by the committee as set out in Appendix A.
- ii. Cabinet noted the findings of the Scrutiny Task Group's report in Appendix B.

## 6. **Housing Management Options for Council Stock**

Councillor Muhammed Butt, Leader of the Council, informed the meeting that Councillor Carol Shaw had submitted a request to speak.

Councillor Shaw, Brondesbury Park Ward, expressed concerns about BHP customer service. She stated that any in-house service, should provide improved customer services for residents.

Councillor Harbi Farah, Lead Member for Housing and Welfare Reform, thanked Councillor Shaw for her contribution. He stated that concerns about BHP customer services were well documented. Councillor Tom Miller, Cabinet Member for Stronger Communities, agreed with Councillor Shaw's comments stating that, in his view, it reflected the majority of elected member's position.

RESOLVED:-

- i. Cabinet agreed that the preferred option for future housing management service provision to the Council's tenants and leaseholders is Option 2, an in-house service, subject to consultation;
- ii. Cabinet authorised officers to undertake consultation with Council tenants and leaseholders on the preferred option as set out in paragraph 2.1 and to then provide a further report to Cabinet on the responses to that consultation to inform a final decision on future housing management service arrangements.
- iii. Cabinet instructed officers to report further on appropriate arrangements to provide for effective oversight and scrutiny by members and residents of the housing management service should the final decision be that the service be provided in-house.

## 7. **Authority to Participate in the Joint Procurement of Community Equipment and Services with the London Boroughs of Harrow and Barnet**

Councillor Krupesh Hirani, Lead Member for Community Wellbeing, introduced the report stating that Brent's current community equipment and services contract is due to expire on 31 March 2017 and, in order to address the risk of not having a new contract (and community equipment service in place) at the expiry of the current contract, Barnet Council has agreed to lead on an accelerated tender procurement process for the establishment of a framework for community



equipment and services, in collaboration with the London Boroughs of Harrow and Brent.

He stated that approval is therefore sought to take part in this collaborative procurement, as required under the Council's Contract Standing Order 85.

RESOLVED:-

- i. Cabinet gave approval for Brent Council to participate in a collaborative procurement led by the London Borough of Barnet to establish a framework for community equipment and services.
- ii. Cabinet gave approval to the collaborative procurement exercise detailed in 2.1 above being exempt from the normal requirements of Brent Council's Contract Standing Orders and Financial Regulations for good operational and/or financial reasons in accordance with Contract Standing Orders 84(a) and 85(c).
- iii. Cabinet gave approval to the pre tender considerations set out in paragraph 3.15 of this report.
- iv. Cabinet delegated authority to the Strategic Director of Community Wellbeing in consultation with the Lead Cabinet Member for Community Wellbeing to approve the award of a call-off contract from the Barnet framework agreement for community equipment and services to ensure that service provision is in place for the 1st April 2017.

**8. Authority to enter into partnership arrangements under section 75 of the National Health Service Act 2006**

Councillor Krupesh Hirani, Lead Member for Community Wellbeing, introduced the report stating that the report seeks approval for the Council to enter into three separate partnership arrangements under Section 75 of the National Health Service Act 2006 in respect of:

- the delivery of the approved Better Care Fund Plan with NHS Brent Clinical Commissioning Group (Brent CCG);
- the provision of Brent's Integrated Community Equipment Services (BICES) with Brent CCG and
- the delivery of adult mental health social care with Central North West London NHS Foundation Trust (CNWL).

RESOLVED:-

- i. Cabinet delegated approval to the Strategic Director of Community Wellbeing in consultation with the Chief Finance Officer and Chief Legal Officer to enter into partnership agreements pursuant to Section 75 of the National Health Service Act 2006 for such period or periods as may be

agreed but with all partnership agreements to conclude by 31 March 2023, in respect of the following:

- the delivery of the approved Better Care Fund Plan with NHS Brent Clinical Commissioning Group (Brent CCG);
  - the provision of Brent's Integrated Community Equipment Services (BICES) with Brent CCG and
  - the delivery of adult mental health social care with Central North West London NHS Foundation Trust (CNWL).
- ii. Cabinet gave approval for the Council to act as lead agency on behalf of the partners for the continued operation of a pooled budget with Brent CCG and CNWL under the partnership agreement of which Brent Council will be the budget holder.
- iii. Cabinet gave approval for the transfer of the Council's pro rata contribution as set out in paragraph 4.1-4.3.1 for the financial year 2016/17 to relevant pooled budgets with annual financial contributions to the pooled budgets for subsequent financial years to be delegated to the Strategic Director of Community Wellbeing in consultation with the Chief Finance Officer provided that there is no substantial change in Partnership arrangements.
- iv. Cabinet delegated to the Strategic Director of Community Wellbeing, in consultation with the Chief Legal Officer and the Chief Finance Officer the exact form of that written agreement required to enter the proposed partnership agreements as detailed in 2.1.
- v. Cabinet delegated to the Strategic Director of Community Wellbeing, in consultation with the Chief Legal Officer and the Chief Finance Officer award of Mental Health contracts with a value not exceeding £1m.

## 9. **South Kilburn Regeneration Programme - Carlton & Granville Centres Site - Development Options**

Councillor Muhammed Butt, Leader of the Council, informed the meeting that several requests to speak on this item had been received.

Councillor Butt welcomed Lesley Benson, Headteacher, Granville Plus Nursery School, to the meeting. Ms Benson spoke in support of the Council's effort to consult with stakeholders and pleaded with the Council to work with the nursery school on the architecture of the development. She spoke of the children attending the nursery school. She expressed concern that the Council would consult with the Nursery School after the design brief had been finalised.

Councillor John Duffy, Kilburn Ward, expressed concern at the report being considered by Cabinet.

Councillor Lesley Jones MBE, Willesden Green Ward, spoke of her professional experience in Early Years and as a schools inspector. She spoke of the excellent work carried out by the Granville Plus Nursery School.

Councillor John Warren, Brondesbury Park Ward, expressed concern about the degree of local consultation. He indicated that he would be seeking the support of other non-Cabinet Members to call in the decision by Cabinet, if approved.

Councillor Rita Conneely, Kilburn Ward, spoke in support of the Granville Plus Nursery School.

Momota Ahmed, Communications Manager, The Concord Café (National Algerian Centre), spoke about the work of The Concord Café and the work carried out by the volunteers. She spoke about the impact of the café in terms of fighting depression and loneliness.

Councillor Roxanne Mashari, Lead Member for Regeneration, Employment, Skills and Growth, introduced the report and thanked all the speakers for their contributions. She recognised issues with the consultation exercise carried out in July stating that, going forward, the Council would work collaboratively and consultatively with current tenants of the site.

**RESOLVED:-**

- i. Cabinet agreed to the Phase 1 of the Carlton and Granville Centres site redevelopment being the refurbishment and reconfiguration of the Granville Centre to allow for an interim Enterprise Hub to be established.
- ii. Cabinet delegated authority to Head of Estates Regeneration in consultation with the Lead Member for Regeneration, Growth, Employment and Skills to enter into all agreements with the Greater London Authority in respect for the funding for the refurbishment of the Granville Centre.
- iii. Cabinet delegated authority to the Chief Executive in consultation with the Lead Member for Regeneration, Growth, Employment and Skills to enter into legal agreements, including any lease with the South Kilburn Trust (SKT) and also with the GLA to secure their funding contribution in return for project delivery of the interim Enterprise Hub by March 2018.
- iv. Cabinet delegated authority to the Chief Executive in consultation with the Lead Member for Regeneration, Growth, Employment and Skills to oversee scheme development through further viability testing, local consultation, and planning consent;
- v. Cabinet approved the procurement of an architecturally led multidisciplinary design team to develop a detailed planning application for redevelopment of Carlton and Granville Centres site as Phase 2 of the work by either:
  - calling off the Greater London Authority (GLA) and Transport for London (TfL) Architecture, Design and Urbanism Panel (ADUP) or such other appropriate OJEU compliant framework; and evaluating those tenders in accordance with the relevant Framework; or alternatively
  - carrying out an OJEU compliant procurement process and inviting tenders on the basis of the pre-tender considerations set out in paragraph 3.30 of this

report and evaluating the tenders on the basis of the evaluation criteria set out in that paragraph

- The cost of the design team and associated consultants is anticipated to be in the region of £1m. £350,000 has already been assigned to this project so the balance will be up to £650,000 to be funded “up-front” by the Council.
- vi. Cabinet noted that irrespective of which procurement option detailed in 2.5 above is selected, officers will report back to Cabinet to seek Members’ approval to award the proposed contract, once a preferred design team has been identified.

## 10. **On Street Parking Management Review**

Councillor Eleanor Southwood, Lead Member for Environment, introduced the report stating that the report sets out the approach for a review of the management of on-street parking in the borough.

Councillor John Warren, Brondesbury Park Ward, stated that he believed the Review to be long overdue. He asked Members of Cabinet to consider whether the Cabinet’s Highways Committee could consider the results of the review.

Councillor Eleanor Southwood stated that the report provides detail of how the review will be scoped and how operational changes to parking management will be implemented. She stated that some CPZs are no longer fit for purpose.

Councillor Krupesh Hirani, Lead Member for Community Wellbeing, welcomed the review and expressed concerns at Councillor Warren’s suggestion.

RESOLVED:-

- i. Cabinet approved the approach for an on street parking management review.
- ii. Cabinet considered the levels of demand, a proposed programme and the financial implications for a review of CPZs and implementing new CPZs, at a future Cabinet meeting.

## 11. **Development Management Policies Local Plan: Consideration of the Planning Inspector’s Final Report and Proposed Adoption of the Plan.**

Councillor Roxanne Mashari, Lead Member for Regeneration, Growth, Employment and Skills, introduced the report stating the report explains that the Council has received an Inspector’s report into the Examination of the Development Management Policies Local Plan.

Councillor Mashari stated that the Inspector has found the document ‘sound’ subject to recommended ‘main’ modifications being made.

Councillor Mashari stated that Cabinet is being apprised of the modifications and outline of the next stages. She stated that Cabinet is recommended to recommend to Full Council that the Development Management Policies Local Plan incorporating modifications is adopted.

Councillors McLennan, Miller and Hirani welcomed the report.

RESOLVED:-

- i. Cabinet accepted the main modifications and minor modifications to the Development Management Policies Local Plan that the Council submitted for Examination as set out in Appendix 1 and Appendix 2 to this report.
- ii. Cabinet recommended to Full Council that the modified Development Management Policies Local Plan is adopted.
- iii. Cabinet agreed that the Strategic Director Regeneration & Environment be authorised to make further editorial changes to the document prior to it being adopted by Full Council.

## 12. **Safer Brent - MetPatrol Plus Scheme**

Councillor Tom Miller, Lead Member for Stronger Communities, stated that during the 8 May 2016 Safer Brent Partnership (SBP) meeting, the SBP chair recommended that the board progress addressing the option for investing in the MetPatrol Plus scheme.

Councillor Miller stated that the main purpose for this is to develop options for how the board can develop and operate more purposefully to deliver the key priorities and statutory obligations.

He stated that the paper considers what objectives the MetPatrol Plus scheme could meet, and the contributions SBP partners could provide.

Councillors Butt, Hirani, and Southwood all expressed support for this initiative stating that this addressed concerns expressed residents and would be welcome support for the Police.

RESOLVED:-

- i. Cabinet agreed that the options are addressed in this paper regarding how the Safer Brent Partnership board can develop and operate more purposefully, making Brent Safer.
- ii. Cabinet gave its approval to enter into the proposed Section 92 (of the Police Act 1996) Partnership Agreement and to approve the terms underpinning the scheme, if a growth bid was to be approved.

## 13. **Council Tax Support Scheme**

Councillor Margaret McLennan, Deputy Leader of the Council, introduced the report stating that the report reviews whether changes should be considered to the provision of the localised Council Tax Support Scheme for 2017/18 and makes recommendations accordingly.

RESOLVED:-

- i. Cabinet agreed that the existing Council Tax Support scheme for Brent Council is retained for 2017/18 for the reasons set out within Section 8 of the report (Financial Implications) and not to invite Full Council to revise the Council Tax Support scheme for 2017/18.
- ii. Cabinet noted that due to the introduction of Universal Credit additional changes may be necessary in future years if expenditure on Council Tax Support is to be kept within the agreed Council Tax budget.

#### **14. Treasury Management Mid-Year Report**

Councillor Margaret McLennan, Deputy Leader of the Council, introduced the report stating that the Council's Treasury Management Strategy is underpinned by the adoption of the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management 2011, which includes the requirement for determining a treasury strategy on the likely financing and investment activity for the forthcoming financial year.

The Code also recommends that Members are informed of Treasury Management activities at least twice a year. This report therefore ensures this authority is embracing best practice in accordance with CIPFA's recommendations.

Councillor McLennan stated that in addition to reporting on risk management, the Code requires the Authority to report on any financial instruments entered into to manage treasury risks.

RESOLVED:-

- i. Cabinet noted the 2016/17 mid-year Treasury report, which has already been reviewed by the Audit Committee and is to be forwarded to the Council.

#### **15. Wholly Owned Investment Company and Subsidiaries**

Councillor John Warren, Brondesbury Park Ward, expressed concern about the monitoring arrangements in place. he expressed reservation at the appointment of Councillor Crane to the Board.

Conrad Hall, Chief Finance Officer, outlined the monitoring arrangements in place.

Councillor Margaret McLennan, Deputy Leader, reminded Members that Cabinet had approved Brent's investment strategy at its meeting on 11 April 2016.

This strategy was designed to set the framework through which the capital programme will help to deliver the council's long-term vision to "*make Brent a great place to live and work...*" and to help deliver the five Brent 2020 priorities.

She stated that the Strategy explicitly signalled a shift away from short-term solutions to long-term public investment, and envisaged a council embracing more innovative and agile corporate structures to enable a more enterprising culture focused on seizing opportunities and managing rather than eliminating risks.

One action was to establish a local authority controlled company, originally envisaged to enable speedy delivery of the temporary accommodation reform plan. Councillor McLennan stated that the report therefore includes a focus on how the WOC will help deliver the Council's targets for the development of new affordable homes and why establishing a Company will offer the Council flexibility to intervene strategically to ensure that new housing development can contribute fully to strategic priorities.

#### RESOLVED:-

- i. Cabinet approved the establishment of the wholly owned company, to be called "Investing 4 Brent", for the objects and purposes set out in the report
- ii. Cabinet agreed to appoint the following as Directors of the Company, with all the responsibilities under the Companies Act that flow from that:
  - Councillor George Crane;
  - The Strategic Director of Community Wellbeing (Phil Porter); and
  - The Director of Policy, Partnerships and Performance (Peter Gadsdon).
- iii. Cabinet noted that the Board of the Company will be chaired by an independent voting Director, and that Martin Smith, the former Chief Executive of Ealing Council is proposed for this role.
- iv. Cabinet approved the Articles of Association and Shareholders Agreement as set out at Appendices One and Two.
- v. Cabinet approved the company's initial business plan, which is set out at Appendix Three.
- vi. Cabinet authorised the loan facility between the council and the company, as summarised in this report, and authorise the chief finance officer to finalise the legal documentation accordingly and thereafter to authorise loans on the terms set out in this report.
- vii. Cabinet delegated to the deputy Leader, in consultation with the Chief Finance Officer, the precise mix of loan and equity funding, for the reasons set out in paragraph 6.8.
- viii. Cabinet approved the provision of an initial loan of £1m to meet the working capital (cash flow) requirements of the company on terms as summarised in

this report and delegate authority to the Chief Finance Officer to finalise the legal documentation accordingly.

- ix. Cabinet noted that the company is intended to be incorporated by the end of the calendar year, and as soon as practicably possible following expiry of the scrutiny call-in period.
- x. Cabinet delegated to the deputy leader, in consultation with the chief finance officer, authority to finalise the Articles of Association and other legal documentation required formally to incorporate the Company in accordance with the requirements of the Companies Act 1985.

## 16. **Church End Car Park, Acquisition of additional Land**

Councillor Muhammed Butt, Leader of the Council, introduced the report. He stated that Cabinet approval had been granted on 20 January 2016, for the redevelopment of the Church End car park site in Brent Council's ownership to provide 34 homes, in conjunction with Catalyst Housing Group, who would develop 65 homes on adjacent land in their ownership bringing the total number of units between both sites to 99 new homes.

He informed Members that the opportunity has arisen for Brent Council to purchase Catalyst's freehold interest in their site, to enable Brent to deliver the entire scheme of 99 homes.

Councillor Mashari, Lead Member for Regeneration, Growth, Employment and Skills welcomed the report.

### RESOLVED:-

- i. Cabinet agreed to the acquisition of the Catalyst Housing owned land and buildings necessary to implement the entire redevelopment of the Church End car park site (see confidential appendix three for details of the proposed purchase price)
- ii. Cabinet, in respect of the Catalyst land, agreed to capital investment of £21.8m to bring forward the development of the planning consented 65 homes and associated commercial units on the Church End car park site.
- iii. Cabinet noted that £8.2m was approved for the development of 34 new homes on the adjoining council owned site, due to increased build costs, that Cabinet approve an additional £500k.
- iv. Cabinet noted, the total investment required for the redevelopment of the Brent & Catalyst land is a total scheme budget of £30.5m.
- v. Cabinet delegated authority to the Strategic Director of Resources in consultation with the portfolio lead member to finalise contract terms and appropriate the land referred to in paragraph 2.1.



**17. National Non Domestic Rates – Review of Discretionary Rate Relief Scheme and Applications for Relief**

Councillor Margaret McLennan, Deputy Leader of the Council, stated that the Council has the discretion to award rate relief to charities or non-profit making bodies.

The award of relief is based on policy and criteria last agreed by Cabinet on 16 September 2013, this taking effect from 1 April 2014. It was agreed at the meeting to review the scheme every 3 years, it is therefore necessary to undertake a review.

Councillor McLennan stated that Business Rates retention is presently planned to be introduced in 2020/21. This will result in the council retaining, based on current shares, 80% of rates income (the GLA will have the remaining 20% share), however this has still to be confirmed.

She stated that the report also details new applications for relief received since the Cabinet last considered such applications on 20 January 2016.

RESOLVED:-

- i. Cabinet agreed that there be no change to the existing policy and criteria for determining entitlement to discretionary rate relief in respect of National Non-Domestic Rates (policy detailed in Appendix 1). The policy will be reviewed in September 2019 or when Business Rates Retention is introduced whichever is the earlier.
- ii. Cabinet agreed that the application for discretionary rate relief detailed in Appendix 2 of the report be approved

**18. Future Options for Oracle ERP Hosting and Support**

Councillor Margaret McLennan, Deputy Leader, introduced the report setting out proposals for the future options for the One Oracle system support and hosting arrangements upon expiration of the current contract in July 2018.

She stated that the contract was awarded in 2012 and the successful bidder was Capgemini. The Council is part of a 7 Council partnership which shares the hosting and support contract between the Council partners and Capgemini. The seven Councils are Barking and Dagenham, Brent, Croydon, Havering, Newham, Lambeth and Lewisham.

The partnership was established with the 6 original Councils in 2012 (Newham was a recent joiner who went live in 2016). The OneOracle system was implemented in August 2014. The initial contract for LOT2 - systems support and hosting with Capgemini was to expire in July 2016 but following a short market testing exercise this contract has been extended to July 2018. Procurement rules prohibit further extension, other than in exceptional circumstances

RESOLVED:-

- i. Cabinet approved the adoption of Option 3, move to Oracle on premise hosted service provided by the in-house Brent Digital Service.
- ii. Cabinet approved that Brent Digital services can offer this service to other authorities as a chargeable service.
- iii. Cabinet approved to delegate to the Strategic Director of Resources the award of the contract for implementation of the system.

**19. Leasing of 8th Floor North Wing**

Councillor Muhammed Butt, Leader of the Council, introduced the report asking members to consider the vacant office accommodation at the Civic Centre and approve the occupation on a lease.

RESOLVED:-

- i. Cabinet delegated authority to the Strategic Director Resources to finalise terms and complete the lease to the Valuation Office Agency in consultation with the Head of Legal Service in accordance with the details in the confidential Appendix.
- ii. Cabinet noted that there is interest from the Job Centre Plus and the Clinical Commissioners Group in also relocating to the Civic Centre.

**20. Exclusion of Press and Public**

None.

**21. Reference of item considered by Scrutiny Committees (if any)**

None.

**22. Any other urgent business**

RESOLVED:-


**Executive Appointments to Outside Bodies**

- i. Cabinet AGREED to appoint Councillor Farah (Lead Member for Housing and Welfare Reform) to replace Councillor Pavey to the London Housing Consortium - Building Components and Solutions.

The meeting ended at 8.28 pm

COUNCILLOR MUHAMMED BUTT  
Chair

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 <b>Brent</b>	<p style="text-align: center;"><b>Cabinet</b> 12 December 2016</p> <p style="text-align: center;"><b>Report from Chief Executive's Department</b></p>
<p style="text-align: right;">Wards affected: ALL</p>	
<p><b>Integrated Finance &amp; Performance Report – Q2 2016/17</b></p>	

## 1.0 Summary

1.1 This integrated Finance and Performance Report aligns both financial and performance information to provide an overview of Council performance in Quarter 2 2016/17 (Q2).

1.2 Additional reports in the appendices provide further detail on the Council's position:

- **Appendix A** – Financial Forecast 2016/17
- **Appendix B** – Performance Report – Q2 2016/17
- **Appendix C** – Performance Scorecard – Q2 2016/17

## 2.0 Recommendation(s)

2.1 Cabinet is asked to note the overall position of the Council in terms of finance and performance and the measures in place to manage budget pressures and improve service delivery.

## 3.0 Detail

3.1 The detailed overview of the Council's financial position is provided in Appendix A and the Performance Report and Scorecard are provided in Appendices B and C respectively for Q2.

#### **4.0 Financial Implications**

4.1 This integrated report aligns the Council's financial position and current level of performance in Q2 2016/17; there are no direct financial implications in agreeing the report.

#### **5.0 Legal Implications**

5.1 There are no direct legal implications in agreeing this report.

#### **6.0 Equality Implications**

6.1 There are no direct equality implications in agreeing this report.

#### **7.0 Staffing/Accommodation Implications (if appropriate)**

7.1 None

#### **Background Papers**

*Appendix A – Financial Forecast 2016/17*

*Appendix B – Performance Report – Q2 2016/17*

*Appendix C – Performance Scorecard – Q2 2016/17*

#### **Contact Officers**

Peter Gadsdon  
Director, Performance, Policy and Partnerships  
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	<p><b>Cabinet</b> 12 December 2016</p> <p><b>Report from the Chief Finance Officer</b></p>
<p>Wards affected: ALL</p>	
<p><b>Financial Forecast 2016/17</b></p>	

## 1.0 Summary

- 1.1 This report sets out the current forecasts of income and expenditure against the revenue budget for 2016/17. Subject to the various risks and uncertainties as set out in the report an underspend of £1.4m is forecast against the 2016/17 general fund net revenue budget. There are also underspends of £0.9m forecast against budgets financed by the DSG.
- 1.2 However, as set out below, whilst this overall position is satisfactory it is made up of some significant over and underspends within individual departments. The report also therefore sets out the actions being taken in overspending departments to mitigate the in-year position, and to address the risk that the forecast overspends impact in 2017/18.
- 1.3 This is a key element of the overall budget planning: the draft budget published for consultation in October 2016 was predicated on an assumption that the budgets previously agreed for 2017/18 can be delivered. If there is a risk that this may not be the case then additional savings may need to be considered, with negative and potentially significantly negative consequences for services.
- 1.4 Table One, overleaf, summarises the overall position. The report then sets out more detail on a department by department basis.

**Table One: Overall financial position 2016/17**

*Net revenue spend is forecast to be contained within the agreed budget, but there are significant over and under spends within individual departments*

Department	Expenditure	Income	Net budget	Forecast spend	Variance
	£m	£m	£m	£m	£m
Children & Young People	67.4	26.6	40.8	43.3	2.5
Community Wellbeing	196.3	75.1	121.2	123.7	2.5
Regeneration & Environment	72.0	38.4	32.6	29.9	(3.7)
Resources	46.0	16.6	29.4	31.0	1.6
PPP	10.5	0.8	9.7	9.9	0.2
Corporate financing	45.8	40.0	5.8	1.3	(4.5)
<b>Total (General fund)</b>	<b>438.0</b>	<b>197.5</b>	<b>240.5</b>	<b>239.1</b>	<b>(1.4)</b>
DSG funded activity	206.3	206.3	0.0	(0.9)	(0.9)
HRA funded activity	53.0	53.0	0.0	(2.4)	(2.4)
<b>Overall position</b>	<b>697.3</b>	<b>456.8</b>	<b>240.5</b>	<b>235.8</b>	<b>(4.7)</b>

## 2.0 Recommendation

2.1 To note the overall financial position and the action being taken to manage the issues arising

## 3.0 Detail

### *Children and Young People*

3.1 Table Two, below, summarises the departmental position.

**Table Two: CYP financial position 2016/17**

*An overspend of £2.5m is forecast, as budgeted cost reduction strategies have not yet achieved the intended results, compounded by financially adverse demographic factors*

	Expenditure	Income	Net budget	Forecast spend	Variance
	£m	£m	£m	£m	£m
Localities	7.7	0	7.7	8.9	1.2
Looked after children and permanency	6.8	(0.2)	6.6	6.6	0.0
Partnership, Planning and Performance (Placements)	16.1	(2.2)	13.9	15.7	1.8
Other GF supported activity	36.8	(24.2)	12.6	12.1	(0.5)
<b>General Fund Total</b>	<b>67.4</b>	<b>(26.6)</b>	<b>40.8</b>	<b>43.3</b>	<b>2.5</b>

3.2 The forecast overspend in the Localities service is principally driven by a high dependency on agency staff (£0.8m). Permanent social worker recruitment, using external marketing agents, has had only very limited success, and as a result staff costs are £0.8m above budget, representing the difference in cost between agency and permanent staff in social care. A workshop session is



being held on 16<sup>th</sup> November with Heads of Service to agree a strategic approach to improving the position. This will include closer work with Human Resources to market and recruit permanent staff. Current resource is also being drawn from the public sector consultancy Impower to advise on recruitment and retention strategies. A broader workforce development strategy is being created and social work recruitment and retention will sit within this. Rapid progress will be needed to ensure that this activity reduces the existing pressure before the start of the new financial year.

- 3.3 The Placements budget is substantially overspent. Of this, £0.5m relates to under delivery of a directed saving of £0.7m, which was expected to be achieved by moving children to lower cost placements. In addition, the LAC population has risen from 326 on 31 January 2016 to 357 on 18 October 2016, with children coming into care tending to be older with more complex and challenging needs which has added an unbudgeted pressure of £0.2m to the service. An external consultancy, Impower, has been engaged to review whether alternative ways of managing the demand might be employed to reduce costs, and a recruitment campaign to take on more in-house foster carers, so improving the durability of placements at lower cost, is ongoing.
- 3.4 The department may also have duties under the Children Act to families who have been classed as intentionally homeless. At present an overspend of £0.4m has been forecast, representing the additional housing costs faced once housing benefit income has been factored in. There are 50 families currently being supported. An integrated approach between housing and children's services was agreed at CMT in March 2016, and has to date resulted in bringing this overspend down from £0.5m.
- 3.5 Additionally, the department is currently supporting 87 unaccompanied asylum seeking children (UASC), this has risen from 64 at 1 April 2016. The average costs of support are about £13k, once the Home Office grant has been accounted for, so this translates to a pressure of £0.25m in 2016/17. If the national transfer scheme for UASC operates as expected numbers should start to reduce by December.
- 3.6 The department has generated net underspends of £0.5m on other activity to mitigate the forecast overspend, through expenditure controls, as described below. This will be recurring in 2017/18. This means that the structural position in 2017/18 should, subject to the usual forecasting uncertainties, be more or less in balance, provided that:
- Savings at or close to £0.8m can be delivered through recruitment and workforce redesign to reduce the dependency on agency staff;
  - Demand for children's placements can be managed down to deliver at least the £0.5m planned saving;
  - The integrated housing and children's services team can deliver cost reductions of £0.4m; and

- The UASC dispersal programme begins to operate nationally as expected.

- 3.7 In year, other control actions are also being undertaken; Operational Directors began a program of bi-monthly service budget reviews commencing August 2016 which continue, with finance support, to look at each service area line by line, an entry to care panel chaired by an Operational Director rather than Head of Service from January 2016 to manage demand, and consideration of PO monitoring by Operational Directors of all spend between £1k - £10k.
- 3.8 Services funded by the DSG are forecast to underspend by £0.9m, and the schools are currently forecasting to spend to budget. However, this last forecast, based on previous years' experience, should be treated with some caution, as in practice schools have collectively delivered significant underspends in each recent year.

### **Community Well-Being**

- 3.9 Table Three, below, summarises the departmental position.

**Table Three: CWB financial position 2016/17**

*An overspend of £2.5m is forecast, principally caused by slippage on the NAIL programme*

Service Area	Expenditure	Income	Net Budget	Forecast spend	Variance
	£m	£m	£m	£m	£m
Culture	7.5	(2.0)	5.5	5.5	0.0
Housing Needs	50.4	(44.0)	6.4	5.9	(0.5)
Housing Central Services, Travellers site, Private Housing and Partnerships.	6.4	(4.1)	2.3	2.3	0.0
Supporting People	4.3	0.0	4.3	4.3	0.0
ASC Directorate, Commissioning, Direct Services	11.1	(8.4)	2.7	2.7	0.0
Mental Health	7.2	(2.5)	4.7	5.0	0.3
Reablement and Safeguarding	40.5	(4.2)	36.3	37.6	1.3
Support Planning and Review	46.4	(9.9)	36.5	37.9	1.4
Public Health	22.5	0.0	22.5	22.5	0.0
<b>Total</b>	<b>196.3</b>	<b>(75.1)</b>	<b>121.2</b>	<b>123.7</b>	<b>2.5</b>

- 3.10 The NAIL programme is a key element of the department's plans to reduce the cost of adult social care whilst enhancing the independence afforded to service users. Savings of £4.1m were planned in the 2016/17 budget, predicated on an additional 260 units of provision coming on stream during the year. However, only 76 units have currently been commissioned, forecast

to increase to the target level by the end of the year. As a result there is an in-year shortfall.

3.11 The delays are principally due to:

- Programmed de-registrations by residential care homes not progressing at the rate estimated;
- The building of new developments by the private market being delayed; and
- Underestimation of the time required for schemes to go live.

3.12 Over the medium-term planning horizon, 2016/17 to 2018/19, the total planned savings of £6.9m should still be deliverable, but the profile of these will change as a result of the delays. Lessons have been learned about the improvement required to the delivery of the capital programme to minimise the risk of further slippage. However, in 2016/17 the impact of the delay is to cause a forecast overspend in the service's revenue budget of £2.9m, which will be partially offset by the underspends in the capital programme and correspondingly lower debt charges (shown in the corporate items section of this report).

3.13 In addition, the budget for homecare was based on an assumption of a 9% increase in client numbers in 2016/17 based on trend data that estimated in absolute terms, growth of 140 clients in 2016/17. However, a spike in demand in the last quarter of 2015/16 and the first two months in 2016/17 added an unexpected 74 homecare clients (on top of the normal trend growth of 60, or 134 in total over these five months). Since then, demand for Homecare has returned to the existing trend-line analysis that demonstrated a net 12 client increase per month. This additional spike led to an unbudgeted stepped increase in cost of £0.7m.

3.14 Average homecare hours allocated per client have increased from the 13.5 experienced last year to 14. This may reflect the ageing demographic and correspondingly higher care needs, and is creating an in year financial pressure of £0.5m.

3.15 Price led fee increases of 2% were budgeted for. A number of providers have requested increases from between 4% and 25%. Each 1% (on average) above the 2% assumed would create a pressure of slightly over £0.1m. Following a review of fee requests against a locally derived sustainable market rate, offers had to be made to providers at an average of 11% which represents a pressure of £0.9m.

- 3.16 In addition, there are also pressures relating to delays in achieving the planned 2016/17 savings for the department:
- The delay in the de-registration of Tudor Gardens has added a pressure of £0.2m in the 2016/17;
  - The savings from the recovery pathway in mental health have stalled due to a lack of general needs housing to step down to, creating a pressure of £0.3m; and
  - Savings from the transformation of the Commissioning function across the Council has not been delivered leaving a pressure of £0.5m in CWB.
- 3.17 These pressures are being partially offset by a mitigation plan that includes:
- investment in aids and equipment, which has reduced the need for double-handed care visits;
  - A reduced transaction costs in processing financial assessments;
  - A targeted review of LD packages;
  - Recovery of unused Direct Payment funds; and
  - Early delivery of planned 2017/18 savings through fairer contributions from the NHS to continuing health care packages.
- 3.18 The general needs housing budget is forecasting to underspend by £0.5m. This is due the implementation of the temporary accommodation reform plan, from which further savings are anticipated in future years, so the early success is an encouraging indicator. As at 2 October 2016 there were 2,871 families in temporary accommodation, compared to 3,025 at the same time last year. This indicates that the programme is starting to manage demand downwards more successfully.
- 3.19 Taken together these reduce the forecast overspend to £2.5m in 2016/17.
- 3.20 Planned savings of £1m in public health have not yet been delivered, Re-commissioning activity is underway to seek to deliver these for 2017/18, and savings of £0.5m have been achieved in substance misuse through vacancy management and service re-commissioning, without impacting on outcomes achieved. To the extent that further savings cannot be achieved in year a contribution from the ring-fenced public health reserve will bring this budget into balance for 2016/17.
- 3.21 Subject to the forecasting uncertainties, the budget in 2017/18 should be in balance provided that the following challenging targets can be met:
- The sourcing of NAIL units is accelerated or diversified to ensure the department meets the targeted number of units by the end of 2016/17 and 2017/18;
  - Demand for Social Care services is further managed down to an extent that the planned growth funding for 2017/18 (£2m) is sufficient to also accommodate the stepped increase in client numbers in 2016/17;

- The Temporary Accommodation reform plan continues to reduce demand; and
- Public health re-commissioning deliver the required savings to meet the target savings.

### **Housing Revenue Account**

3.22 The current position is for a forecast underspend of £2.4m for 2016/17, of which £0.9m can be anticipated to be structural and therefore to be available in 2017/18. The main reasons for the variance are:

- A structural underspend of £0.9m against the budget for the Warden and Concierge service, due to savings anticipated for the retendering of the service;
- An additional £1m in income collected from leasehold major works, now that section 20 issues have been resolved, most of which is through better collection of arrears; and
- An additional £0.5m in income due to improvements in rent and service charge collections, and largely through improved arrears collection.

3.23 These underspends will therefore temporarily increase the HRA balance as at 31 March 2017, and £0.9m, possibly slightly more, will be available to contribute towards the substantial HRA savings target.

### **Regeneration & Environment**

3.24 Table Four, below, summarises the departmental position.

**Table Four: Regeneration & Environment financial position 2016/17**

*A significant underspend of £3.7m has been delivered through a forensic review of budgets. In effect, all of the previously planned 2017/18 savings have been delivered early as a result, allowing some scope for re-prioritisation to address urgent service issues*

<b>Service Area</b>	<b>Expenditure</b>	<b>Income</b>	<b>Net Budget</b>	<b>Forecast</b>	<b>Forecast Variance</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Brent Transport Services	6.4	(0.3)	6.1	6.0	(0.1)
Community Protection	2.5	(0.7)	1.8	1.6	(0.2)
Environmental Services Directorate	1.6	0.0	1.6	1.5	(0.1)
Parking & Street Lighting	13.4	(20.0)	(6.6)	(6.8)	(0.2)
Environmental Improvement	28.6	(2.8)	25.8	24.2	(1.6)
Highways and Infrastructure	5.4	(3.8)	1.6	1.6	0.0
<b>Sub total</b>	<b>57.9</b>	<b>(27.6)</b>	<b>30.3</b>	<b>28.1</b>	<b>(2.2)</b>

Regeneration & Environment Directorate	0.4	0.0	0.4	0.4	0.0
Building & Pest control	1.2	(1.6)	(0.4)	(0.4)	0.0
Employment Skills & Enterprise	3.9	(3.9)	0.0	0.0	0.0
Planning, Transport & Licensing	3.9	(3.7)	0.2	(0.5)	(0.7)
Estate Regeneration	0.1	(0.1)	0.0	0.0	0.0
Regeneration Investment & Capital Delivery	1.8	(0.2)	1.6	1.3	(0.3)
Standards & Enforcement	2.8	(1.3)	1.5	1.0	(0.5)
<b>Sub total</b>	<b>14.1</b>	<b>(10.8)</b>	<b>3.3</b>	<b>1.8</b>	<b>(1.5)</b>
<b>Total</b>	<b>72.0</b>	<b>(38.4)</b>	<b>33.6</b>	<b>29.9</b>	<b>(3.7)</b>

- 3.25 During the period July to September 2016 the department carried out a forensic review of all significant budget headings. The consequence is that the department is able to forecast a significant in-year underspend.
- 3.26 This exercise was extremely effective as a budget management tool. However, in a number of cases the savings identified were ones planned to be delivered in 2017/18, with for example posts being held vacant in anticipation of budgeted staffing restructures. As a result of these and similar actions a substantial in year underspend was generated, without which the council would be facing an overall overspend in 2016/17.
- 3.27 A sum of £0.25m is currently set aside to account for unexpected expenditure due to the reactive nature of the services. It follows that any additional requests for projects or works outside the current specification could not be accommodated within the existing financial envelope.
- 3.28 The strategic consequence is that the department is not, subject to all the usual forecasting uncertainties, at risk of overspending in 2017/18, and will be able to ensure that strategic priorities such as bolstering the planning service and developing a town centre management service can be met.

### **Resources**

- 3.29 Table Five, overleaf, summarises the departmental position.

**Table Five: Resources department financial position 2016/7**

*An overspend of £2.0m is forecast, principally driven by legal costs with minor overspends in other service areas*

	<b>Expenditure</b>	<b>Income</b>	<b>Net budget</b>	<b>Forecast spend</b>	<b>Variance</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Director's office	1.2	0.4	0.8	0.8	0.0
Finance	3.7	1.0	2.7	2.8	0.1
Legal	2.7	0.9	1.8	2.8	1.0
Property	14.8	9.3	5.5	5.5	0.0
Customer Services	14.6	3.6	11.0	11.2	0.2
Digital Services	6.2	1.0	5.2	5.2	0.0
Human Resources	2.8	0.4	2.4	2.7	0.3
<b>Sub-total</b>	<b>46.0</b>	<b>16.6</b>	<b>29.4</b>	<b>31.0</b>	<b>1.6</b>
PPP	10.5	0.8	9.7	9.9	0.2
<b>Total</b>	<b>56.5</b>	<b>17.4</b>	<b>39.1</b>	<b>40.9</b>	<b>1.8</b>

- 3.30 There are minor overspends in a range of services. These are principally associated with the transitional costs of moving to new and significantly lower cost service models and therefore should not recur in 2017/18. The strategically significant issue is the forecast overspend in Legal services. Essentially this represents budgeted savings of £0.9m for 2016/17 that have not been delivered, but the picture underneath this headline is more complex.
- 3.31 A restructure of the Legal service was delivered during year, which will achieve full year savings of £0.45m, of which £0.2m will be delivered in year. However, the service has had to manage additional demand of £0.35m principally in respect of care proceedings. The additional demand has effectively cancelled most of the effect of the restructure. The current cost of the service cannot be met within existing budgets. Without remodelling of the service it cannot be afforded in 2017/18 within the existing financial envelope, and a full service review of the business model is being undertaken.

### **Corporate financing and other issues**

- 3.32 Service department budgets are forecast to overspend by £3.3m in 2016/17. As set out in the report, action is in hand to ensure that those departments that are overspending manage these pressures down to avoid the forecast

overspends recurring in 2017/18. Clearly, there are risks, and if the actions are not successful then further cuts to services would be required.

- 3.33 However, in 2016/17 there is also a significant degree of slippage in the capital programme. This is contributing to the forecast overspend on revenue, for example through the late delivery of NAIL units which, when delivered, will reduce revenue expenditure in line with the agreed financial model. Another consequence of the slippage on capital expenditure is that the budgeted figures for capital financing will not be incurred in full, leading to a significant underspend of approximately £4.5m, which means that overall expenditure will be within budget.
- 3.34 Whilst this is clearly helpful in terms of the 2016/17 position the planning assumption must obviously be that the capital programme in 2017/18 will be delivered. It follows from this that this underspend cannot be relied upon in 2017/18, and therefore that tackling the causes of the 2016/17 overspends is an essential task in the remaining four months of the financial year.
- 3.35 The Council has previously agreed to deliver savings of £13.8m in 2017/18. These range, in terms of managerial complexity and risk of non-delivery, from those that are relatively straightforward, or even flow naturally from agreed and implemented service changes, to others that are more challenging. Management attention is increasingly focused on these latter items, such as procurement savings (£3.5m budgeted in 2017/18) and additional income through civic enterprise (£1.25m budgeted in 2017/18). Some of these have already been achieved, but there are material risks to delivery of the entire planned savings, and if the risks cannot be successfully managed then budget plans would need to be revised accordingly.
- 3.36 Nonetheless, despite these risks, the Council remains relatively advanced in its budget plans for future years and, notwithstanding the significant issues highlighted above, is forecast to underspend against the 2016/17 budget.

#### **4.0 Financial Implications**

- 4.1 This report is about the council's financial position in 2016/17, but there are no direct financial implications in agreeing the report

#### **5.0 Legal Implications**

- 5.1 Managing public money responsibly is a key legal duty, but there are no direct legal implications in agreeing the report

#### **6.0 Equality Implications**

- 6.1 There are no direct equality implications in agreeing the report.




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 <p><b>Brent</b></p>	<p align="center"><b>Cabinet</b> 12 December 2016</p> <p align="center"><b>Report from Chief Executive's Department</b></p>
<p align="right">Wards affected: ALL</p>	
<p align="center"><b>Performance Report, Q2 (July - September) 2016/17</b></p>	

**1.0 Summary**

- 1.1 The Borough Plan for 2016-19 was agreed by Full Council in April 2016. It includes the Brent 2020 vision and its five themed priorities for the Council (see paragraph 1.3).
- 1.2 The Borough Plan sets out three overarching priorities for Brent as follows:
- Better Lives
  - Better Place
  - Better Locally
- 1.3 The Brent 2020 vision provides a strategic picture of where the Council would like to be by 2020 and how it intends to get there. The Brent 2020 vision is designed to complement the Borough Plan over the next five years. Its five themed priorities are as follows:
- Employment and Skills – to respond to the increase in the working age population and lift people out of poverty and welfare dependency.
  - Regeneration - to improve the economic, social and environmental conditions in the borough.
  - Business and Housing Growth - to maximise the tax base to support the delivery of core services.
  - Demand Management - to manage the pressure on needs led budgets such as children's social care, adult social care and homelessness.
  - Raising Income - to support the delivery of core services.

- 1.4 The purpose of this report is to provide Cabinet with a corporate overview of performance information linked to the current Borough Plan and Brent 2020 priorities, to support informed decision-making, and to manage performance effectively.
- 1.5 The Corporate Performance Scorecard (**Appendix C**) sets out the suite of key performance indicators (KPIs) being monitored corporately. Where measures have an Amber or Red RAG status, commentary is mandatory in line with the current performance framework and is included in the scorecard. For measures which have a Green RAG status, commentary is optional. Additional financial/budgetary commentary in relation to this suite of indicators is provided in **Appendix A**.

## **2.0 Recommendation(s)**

- 2.1 Cabinet has been asked to:
- a. note the performance information contained in this report and agree remedial actions as necessary;
  - b. consider the current and future strategic risks associated with the information provided and agree remedial actions as appropriate;
  - c. challenge progress with responsible officers as necessary.

## **3.0 Detail**

- 3.1 There were 120 KPIs in the Q1 Performance Scorecard. Seven new KPIs have been added this quarter taking the total to 127 KPIs in Q2 Scorecard. Out of these 127 KPIs, 98 indicators have a RAG status: 46 are on or above target (Green status), with a further 22 just off target (Amber status), leaving 30 significantly off target (Red status). A further 29 indicators are for contextual use and therefore do not have a RAG status.
- 3.2 The total number of Red RAG indicators has increased from 23 in Q1 to 30 Red status indicators in Q2. There are two main reasons for this increase. First of all 3 of the 7 new indicators included in this Q2 report have a Red status. Secondly a number of indicators that were previously reported as Green or Amber in Q1 have now slipped down to a Red RAG status and other indicators that were previously Red rated have also now moved up to an Amber or Green status.
- 3.3 A summary of performance under the Borough plan priorities, outlining good performance as well as areas that are not performing well this quarter is set out below. Red indicators include commentary explaining why they are off target and the actions being taken to bring performance back in line with target.

## ***Better Lives***

### Employment and helping people into work

- 3.4 There has been strong performance in helping people living in our priority areas back into work and with Brent Start initiatives:
- The Living Room, which deals with our priority areas, continues to perform strongly and has placed another 16 people into jobs in Q2. This is largely due to the business development work done at Brent Cross shopping centre, in particular Marks and Spencer.
  - Other new baseline indicators for Brent Start include enrolment, retention and achievement rates. Performance in this area is still strong in the second quarter of this year and all of these indicators are currently Green.
- 3.5 In contrast performance has fallen significantly below target on Wembley Works employment outcomes and apprenticeship outcomes:
- The employment and skills services were integrated in 2015/16 with a major focus on employment outcomes for Brent Works and The Living Room. Performance for employment outcomes has dropped this quarter - 69 employment outcomes year to date (YTD) compared to a target of 82 (Red RAG). The team is now at full capacity and performance is expected to improve over the rest of the year as a result.
  - Apprenticeship outcomes are off target with 16 outcomes achieved YTD against a target of 18 outcomes (Red RAG). To mitigate further slow performance in future the Council is engaging regularly with referral sources for potential candidates into the apprentice scheme and taking advantage of opportunities via the ongoing construction in Wembley and with the Football Association/Wembley Stadium.

### Business and Local Enterprise

#### *Business*

- 3.6 The formation of New Business Groups in the borough is a new performance indicator for 2016/17. This year provides a baseline with preliminary targets. Although there were no new business groups formed in Q2, 3 groups were formed in Q1 which exceeds the preliminary YTD target of 2 groups being formed. Proposals will be going to Corporate Management Team (CMT) in November 2016 to outline the investment plans for 10 Town Centres and 3 Town Centre Commissioners.

## *Regeneration*

- 3.7 All three of the planning indicators have shown a marked improvement in performance in Q2 compared with Q1. However the provisional performance levels still remain below target:
- Major application determined within 13 weeks (78.26% provisional actual YTD, 82% target, Amber RAG)
  - Minor applications determined within 8 weeks (69.77% provisional actual YTD, 76% target, Amber RAG)
  - Other applications determined within 8 weeks (72.8% provisional actual YTD, 82% target, Red RAG)
- 3.8 Performance against these planning indicators reflects the significant changes that the service is going through alongside a substantial number of applications submitted, and the service expects performance to continue to improve.

## Promoting Fair Pay – London Living Wage

- 3.9 With 8 London Living Wage (LLW) signups achieved YTD against our target of 12 we are below target in Q2 (Red RAG). However, there has been interest from businesses during September 2016 and plans are in place to capitalise on London Living Wage Week (31 October to 4 November 2016). There will be a series of events during the week with new marketing materials to raise the profile of the incentive scheme to assist with higher accreditation numbers.

## Education and Training

- 3.10 Brent schools are performing strongly with regard to OFSTED ratings this quarter and the Council expects that the good performance will continue through the rest of the year. 90% of pupils are attending Brent schools rated as Good or Outstanding (95% YTD target, Amber RAG).
- 3.11 Performance measures for the Nursery Education Grant take-up for 2-year olds (NEG 2) and for care leavers in education, employment and training remains below target:
- NEG 2 is showing a negative direction of travel for Q2 at 57% (Q1 was 62%) and currently has a Red RAG status. This is due to several children exiting NEG 2 to take up NEG 3 and NEG 4 for 3 to 4 year olds. The Grant team is doing a lot of outreach work to raise awareness of NEG 2 both internally and via partner organisations, advertising on billboards and external events. There has recently been significant contact from families and the Council expects that there will be an increase in take-up by December 2016 (Q3).
  - The increasing number of unaccompanied asylum seeking children (UASC) requiring support from the Council is impacting the overall numbers of care leavers in education, employment and training. This is because their immigration status prevents them from accessing employment and education post-18 years old, which has a significant

impact on performance. The Q2 figure is 51% YTD against a target of 58% (Red) which is a marginal improvement from 48% in Q1.

### Supporting Vulnerable Children

- 3.12 The underperformance of Looked After Children (LAC) placed with foster carers (67% actual YTD, 75% target, Red RAG) is acutely impacted by the increasing number of UASC that are approaching the Council for support. The proportion of UASC out of all LAC has been consistently increasing since 2015 with 25 new UASC in the period from January to September 2016. Many of these children are in the older age groupings as reflected by the increase in LAC residing in semi-independent accommodation. A greater number and proportion of LAC are now residing in semi-independent accommodation - an increase from 15.6% at 30/06/16 to 18.7% at 30/09/16.
- 3.13 Personal Education Plans for children in care are reviewed termly and 95.92% of PEPs were reviewed, as at 30 September 2016 (target 100%). This is a further improvement on Q1 when 90.25% of PEPs were reviewed. Therefore, although still Amber, performance for this indicator is showing a positive direction of travel, especially considering that no PEPs were reviewed in August (school summer holidays).
- 3.14 The percentage of social workers on permanent contract remains a challenge for the organisation (61% actual YTD, 75% target, Red RAG). The TMP recruitment campaign to employ permanent social workers has now concluded and the Workforce Development Strategy is incorporating the lessons learned from the campaign. To improve performance before the end of the year the Council is recruiting to 12 'assessed and supported year in employment' (ASYE) posts by 31 December 2016.

### Supporting Vulnerable Adults:

#### *Independent Living and Direct Payments*

- 3.15 There has been an increase in performance with Reablement and Direct Payments:
- People being helped to regain their independence after short-term or emergency care (outcome of short term services: sequel to service, Reablement) - this indicator shows much stronger performance in Q2 with an actual figure of 71% YTD against a target of 75% (Amber status). The service is currently moving towards full integration with the rehabilitation service and is in a period of transition. The new service went live in September 2016, with new providers starting in October 2016.
  - The Q2 outturn figure for Direct Payments is 21.9% YTD against a target of 22.5% which is Amber but showing a positive direction of travel. There is an emphasis on promoting Direct Payments and resolving the issues the service had last quarter. Recording issues are being resolved through a Direct Payments project, which will ensure that by the next quarter all Direct Payments are categorised and

recorded properly, alongside actual increases in activity and it is anticipated that our annual target will be met by Q4.

3.16 Performance has been significantly below target with safeguarding outcomes, carers assessments and information and guidance signposting:

- The proportion of outcomes that are recorded as fully met for safeguarding investigations has slipped this quarter to 74.9% YTD against a target of 80% (Amber status). The safeguarding process is currently being reviewed and will see some changes in line with the Pan London and ADASS (Association of Directors of Adult Social Services in England) recommendations.
- The Q2 figure for carers' assessments is 370 YTD, against a target of 775 (Red RAG) shows very low performance. However, the carers review and assessments process is currently under review and will change to ensure the joint assessments which are not loaded onto the system will be on the system in the future. Carer Assessments are currently carried out by the Carers Centre and are not captured on Mosaic, it is anticipated better recording and the inclusion of Carers Centre figures will boost the performance levels and allow us to meet the year-end target.
- The Q2 figure for people being correctly signposted through information, advice and guidance (IAG) is currently below target (36% actual YTD, 40% target) and shown as Red. This is mainly due to data related to this indicator not being captured for every initial contact. A new report to review the results has been created to reflect new processes and performance figures should show more positive improvements in the coming months. The service is expected to achieve the year-end target. Additional work is ongoing across the department to ensure that data capture is more robust and all activity is captured in a format that is reportable.

*Residential and Nursing care*

3.17 Performance in the area of residential and nursing care and providing the most appropriate type of accommodation remains challenging:

- The increase in the number of people aged 18 - 64 in residential and nursing care (actual YTD – 7, target – 3, Red RAG) is linked to the large number of reviews and reassessments carried out in Q1 as a result of re-organisation of the service and increased review capacity. It is also impacted by delays in the New Accommodation for Independent Living (NAIL) project and should ease when anticipated NAIL provision comes on line in December 2016.
- Similarly the increase in people aged 65 and above in residential and nursing care (actual YTD – 71, target – 36, Red RAG) is linked to the large number of reviews and reassessments carried out in Q1 as a result of re-organisation of the service and increased review capacity. It is also impacted by delays in Vishram House becoming available, which is anticipated to happen in December 2016 and should ease demand on residential and nursing.



### Public Health and Wellbeing (including Sports)

- 3.18 Public Health services are performing well overall according to Q1 figures (Q2 figures are due on late November 2016). Performance was strong for the percentage of people taking up the offer of a health check and also reported waiting times for interventions. Although Brent has an Amber status for opiates treatment, it has only performed slightly below target.
- 3.19 The borough continues to do consistently well for sports visits to council-run sports centres both for dry visits (non-swimming) and for swims.

### **Better Place**

#### Housing Supply - Homelessness and Temporary Accommodation

- 3.20 There has been strong performance in homelessness prevention activities and the number of accepted homeless cases with both these areas performing above target (Green RAG).
- 3.21 Performance against temporary accommodation has declined in Q2. The overall number of households living in non-self-contained Bed & Breakfast (B&B) for more than 6 weeks has increased to 5 households Q2 YTD, it was only 1 in Q1 (Red RAG). The borough still has a high number of households in non-self-contained Bed and Breakfasts, 33 households against a target of 5 YTD for Q2 (Red RAG). Similarly there is a higher than target number of households in Temporary Accommodation overall (actual YTD - 2,871, target - 2,759, Amber RAG status) and the number of households impacted by the overall benefit cap (OBC) in temporary accommodation is also high (actual YTD 87, target 70, Red RAG). With regard to those households that will be affected by the OBC, action is being taken on a case by case basis to reduce the current number of households capped in temporary accommodation as the Council anticipates a substantial increase in Q4 with the introduction of the new cap limit on income for households.

#### Housing Supply and Provision

- 3.22 A range of initiatives to increase and improve housing supply in the borough showed steady performance during the second quarter of the year. Licensing of HMOs and additional and selective dwelling and dwellings improved through enforcement action all performed above target (Green RAG status) although activities to bring empty properties back into use is currently below target (actual YTD - 32 properties, target - 50 properties, Red RAG). The service areas have a further 32 properties currently being developed with additional properties in the pipeline.

- 3.23 Brent Housing Partnership (BHP) is closely monitoring the day to day operations to ensure performance is improved. Standard void turnaround performance is 26.6 days year to date, a reduction of 10 days compared to the same period in 2015/16. However, Q2 performance of 28.2 days on average (compared with 24.29 days in Q1) has pushed the year to date figure out of target. There are many teams involved in the process and clients have differing circumstances. BHP is striving to learn lessons from this and improve service performance. Mitigating actions are implemented to ensure that performance not only improves but is maintained at a higher level from now on. These include the changing of focus on weekly voids meeting, bringing the Voids Board into the office and monitoring daily, officers to work within the parameters of the IT systems to ensure all voids meet target. General satisfaction rates for BHP repairs are quite low this year so far and the service will be tracking this area closely over 2016/17 to ensure improvement. (This indicator is not part of the corporate suite – this information is to provide context only).

### Sustainable Environment

#### *Attractiveness of the Public Realm*

- 3.24 The service continues to perform well in many areas such as sites with unacceptable levels of graffiti and litter, waste enforcement, residual waste per household the time taken to remove fly-tips and working streetlights.
- 3.25 The increase in reported illegally dumped waste incidents is due to the increase in resident awareness about the issue and the ease with which dump sites can now be reported (actual YTD - 10,097 reports, target – 6,000, Red RAG). An improvement action plan approved by the Scrutiny committee to reduce fly tipping (illegal rubbish dumping) was implemented earlier this year, including promoting the “Love Where You Live” campaign, implementing uniformed litter patrols, issuing Fixed Penalty Notices (FPNs) for littering offences and using CCTV wherever possible to identify offenders of illegal rubbish dumping and littering.

#### *Recycling*

- 3.26 Brent is significantly below target (Red RAG) for municipal waste tonnages sent to landfill (actual YTD - 36,616 tonnes, target – 27,840). The yearly increase in municipal waste tonnages since 2014, reflects the economic recovery nationwide. Alongside this the significant amount of new homes being built across Brent with more to come makes it even harder to meet our target as the number of households and level of household waste significantly increases. There is ongoing communications and education activities led by the Council in conjunction with relevant partners to encourage people to generate less waste (such as engaging in the Love Food Hate Waste campaign), and (where waste is unavoidable) to reuse or recycle. Brent and Veolia are committed to working together to bring down borough tonnages if at all possible.

## Community Protection

### *Reducing Crime*

- 3.27 Performance remains strong against Youth Offending targets in Brent. There has been a substantial and notable decrease in the number of Brent young people entering the criminal justice system for the first time. In 2012 there were 212 young people who became first-time entrants compared to 130 young people in 2015. The MOPAC funded Brent YOS Triage Programme has had the most impact in this area because of early intervention and alternative approaches taken to giving a criminal sentence to young people who have admitted committing low level offences. The latest available figure is for the period April 2015 - March 2016 (rolling full year). Compared to the same reporting period last year there has been a 9% decrease in the actual number of first time entrants (Green RAG).
- 3.28 There is also robust performance for the Youth Offending service as the rate of reoffending has decreased further and is now 41.9% against a target of 43.2% (Green RAG). Overall it has decreased by 3.1% compared to performance in the previous 12 months (45%). This rate is now 0.7% less than the London average and contrasts favourably to the increases experienced elsewhere: the London rate increased by 0.4% to 42.6%, and the England average increased by 0.5% to 37.6%.

### Arts and Leisure Facilities

- 3.29 Brent sports centres are performing above target for sport centre visits (Green RAG status).
- 3.30 The number of physical visits to libraries has declined (actual YTD – 1,204,502; target – 1,294,079; Red RAG) counterbalanced by online transactions that have exceeded target (actual YTD - 1,669,871; target – 1,215,000; Green RAG) in the same period. Recent building works in the area (including moving bus stops) have made Wembley library significantly less accessible physically. As the Council encourages access to services from home it means less residents are visiting the building. The growth of our e-library service and library app, also make visits to the library less necessary to enjoy our services.
- 3.31 Although we are below target for library stock issued (actual YTD – 532,753; target – 552,248; Amber RAG status) the gap is narrower, mainly due to the highly successful Summer Reading Challenge and very strong performance in August.

## **Better Local**

### Customer Care

- 3.32 Brent Customer Service has shown very strong performance in the areas of average days taken to process new benefit claims and waiting times in our local offices. Our telephone answer rates still remain below target (actual YTD – 85%, target – 90%, Red status). There is ongoing activity across the Council to improve monitoring and our overall level of customer care performance.

### Complaints and Information Requests

- 3.33 Although timeliness of response to stage 1 complaints and statutory and stage 2 complaints have improved from the previous quarter, overall complaints performance remains below the 100% target:
- Stage 1 complaints: actual YTD – 95%, target 100%, Amber RAG status. Improvement on Q1 performance level of 93%.
  - Stage 2 corporate complaints: actual YTD – 80%, target – 100%, Red RAG. Performance on corporate complaints is significantly below targets, however the volume of corporate stage 2 complaint volumes closed has increased significantly by 15% from Q1 (47 more cases closed).
  - Stage 2 statutory complaints: actual YTD – 56%, target 100%, Red status. Statutory stage 2 investigations are complex and detailed. An action plan is in place to improve performance in this area which includes weekly performance reporting and a review of the statutory complaints workflow.
- 3.34 The Council has achieved its highest ever level of performance of 98% Freedom of Information requests responded in time.
- 3.35 Timeliness of response to member's enquiries has increased from 94% in Q1 to 97% in Q2. Overall performance to date is 96% against a target of 100% (Amber RAG status).

### Corporate Health

#### *Council Revenue*

- 3.36 The percentage of Council Tax collected is exceeding target and performing very well (Green RAG status). However the value of Council Tax arrears collected is below target this quarter due to arrears in April and May being affected by transfers and refunds (actual YTD - £1.024m, target £1.3m, Red RAG).

- 3.37 The percentage of invoices paid on time is currently well below target due to a large backlog of invoices (actual YTD – 78%, target 95%, Red RAG). A range of recommendations aimed at improving speed of payment for invoices was agreed in July by CMT and these actions are now being implemented. Performance is expected to increase substantially in Q3 this year bringing us closer to our target of 95% in Q4.
- 3.38 Registration and Nationality income is currently below target and ragged Red at £224k against a target of £270k. The service area is looking at ways to maximise appointment slots and income. Recruitment of new staff is now complete, training for Marriages and Nationality checking service is complete, training for other areas of the service are still in progress.

#### **4.0 Financial Implications**

- 4.1 None

#### **5.0 Legal Implications**

- 5.1 In Table 3 of Part 4 of the council's constitution, it states that the Cabinet is responsible for formulating and preparing a sustainable community strategy and then submitting the same to Full Council for consideration and adoption or approval. The Sustainable Community Strategy constitutes part of the council's Policy Framework. The council's Borough Plan 2016-19, which is its current sustainable community strategy, was agreed by Full Council in 2016

#### **6.0 Equality Implications**

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

#### **7.0 Staffing/Accommodation Implications (if appropriate)**

- 7.1 None

## **Background Papers**

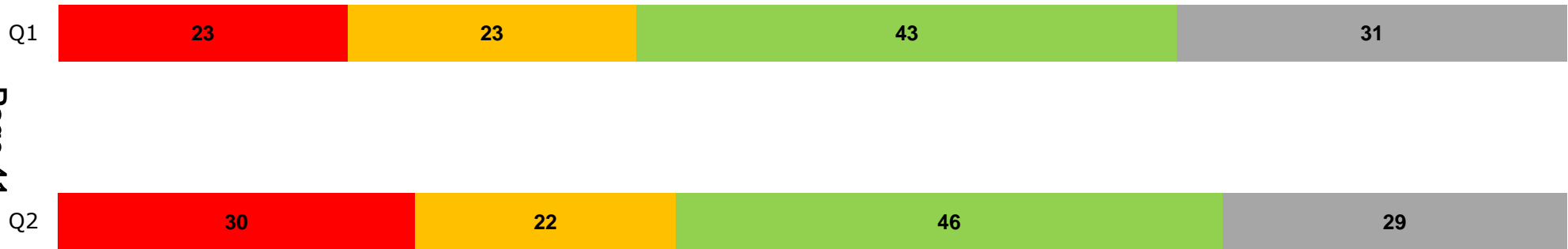
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Corporate Performance Scorecard – Cabinet December 2016

Borough Plan and Brent 2020 Performance Summary – Quarter 2 (July 2016 to September 2016)

How did Brent perform?



Page 41

Quarter 2 – Performance summary of priorities



Borough Plan and Brent 2020 Performance Summary – Quarter 2 (July 2016 to September 2016)

**Key for Performance Tables (all priorities)**

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

Red		Greater than 5% outside target*
Amber		0.01% - 5% outside target*
Green		At target or exceeding target
Contextual		No target set

*\*please note some indicators are set at a 10% tolerance due to national requirement*

**Table of contents:**

Borough Priority	Performance measures
Better Lives	Page 3
Better Place	Page 9
Better Local	Page 14
Corporate Health	Page 17



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

Regeneration

Performance Indicator	15/16 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	2020 Priority	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
NI 157a - Percentage of major applications determined in 13 weeks, or formally agreed period	56.7%	71.4%	88.89% (Provisional)	-	-	78.26% (Provisional)	82%	Bigger is Better	Amber		75.4% (LAPS 2014/15)	The performance in Quarter 1 reflects the planning service going through significant change in senior staff and dealing with substantial applications (Quintain, schools etc) and staff shortage. There has been a marked improvement in Quarter 2 (the figures are provisional awaiting validation from CLG) as a result of additional agency staff supporting the service and fewer high profile major applications in Quarter 2	Amar Dave	Cllr Mashari
NI 157b - Percentage of minor applications determined in 8 weeks, or formally agreed period	73.2%	53.7%	83.08% (Provisional)	-	-	69.77% (Provisional)	76%	Bigger is Better	Amber		73.7% (LAPS 2014/15)	The performance in Quarter 1 reflects the planning service going through significant change in senior staff and dealing with substantial applications (Quintain, schools etc) and staff shortage. There has been a marked improvement in Quarter 2 (the figures are provisional awaiting validation from CLG) as a result of additional agency staff supporting the service and fewer high profile major applications in Quarter 2	Amar Dave	Cllr Mashari
NI 157c - Percentage of other applications determined in 8 weeks, or formally agreed period	81.8%	57.5%	84.62% (Provisional)	-	-	72.80% (Provisional)	82%	Bigger is Better	Red		79.7% (LAPS 2014/15)	The performance in Quarter 1 reflects the planning service going through significant change in senior staff and dealing with substantial applications (Quintain, schools etc) and staff shortage. There has been a marked improvement in Quarter 2 (the figures are provisional awaiting validation from CLG) as a result of additional agency staff supporting the service and fewer high profile major applications in Quarter 2	Amar Dave	Cllr Mashari

Employment

Performance Indicator	15/16 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	2020 Priority	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
HE 81 - Jobs - Wembley Works - Employment Outcomes	123	42	27	-	-	69	82	Bigger is Better	Red	Employment & Skills	-	The Brent Works team will be at full capacity from the 17th October with two new team members joining. Engagement with the LDO will re-open from this point.	Amar Dave	Cllr Mashari
HE 83 - Earnings - London Living Wage signups	17	6	2	-	-	8	12	Bigger is Better	Red	Employment & Skills	-	The Foundation had enquiries from businesses during September. We are putting together a series of events for Living wage week (Oct 31st - Nov 4th) with new marketing materials to raise the profile of the incentive scheme to assist with higher accreditation numbers.	Amar Dave	Cllr Mashari
HE 84 - Priority Areas - The Living Room - Employment Outcomes	45	16	16	-	-	32	14	Bigger is Better	Green	Employment & Skills	-	The Living Room over performed against target due to a number of large vacancies obtained through business development carried out at Brent Cross in particular M&S.	Amar Dave	Cllr Mashari
HE 89 - Brent Works - Apprenticeship Outcomes	New for 2016/17	14	2	-	-	16	18	Bigger is Better	Red	Employment & Skills	-	Measures have been put in place to increase the number of apprenticeships brokered with Brent businesses, as well as increased engagement with referral sources of candidates (including schools, Jobcentre Plus, colleges and other VCS organisations). Opportunities are also arising via Wembley construction and the FA/ Wembley stadium.	Amar Dave	Cllr Mashari

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

Employment continued

Performance Indicator	15/16 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	2020 Priority	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
HE 90 - New Business Groups formed	New for 2016/17	3	0	-	-	3	2	Bigger is Better	Green	Business & Housing	-	On target. A paper is going to CMT on the 17th November seeking prioritisation of 10 Town Centres for investment and 3 for the deployment of Town Centre Commissioners and intensive activity. It is proposed that New Homes Bonus funding is dedicated to building business cases/ testing viability of Business Improvement Districts for these 3 centres.	Amar Dave	Cllr Mashari
HE 91 - Brent Starts Enrolments	New for 2016/17	1174	1448	-	-	2622	2273	Bigger is Better	Green	Employment & Skills	-	Brent's own stretch target for enrolments hasn't yet been met and additional engagement with referral organisations has been taking place to further promote the offer. However, despite this, Brent Start is still on course to meet its Skills Funding Agency requirements.	Amar Dave	Cllr Mashari
HE 92 - Brent Starts Retention	New for 2016/17	91.80%	92%	-	-	92%	92%	Bigger is Better	Green	Employment & Skills	-	This is on target and is monitored ongoing through the MIS performance information.	Amar Dave	Cllr Mashari
HE 93 - Brent Starts Achievement Rate	New for 2016/17	89.50%	95%	-	-	95%	90%	Bigger is Better	Green	Employment & Skills	-	This is on target and is monitored ongoing through the MIS performance information.	Amar Dave	Cllr Mashari

Partnerships

Performance Indicator	15/16 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	2020 Priority	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Number of community assets transferred to the community	1	0	0	-	-	0	-	Contextual			-		Peter Gadsdon	Cllr Mashari

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

Schools and Education

Performance Indicator	15/16 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	2020 Priority	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
PP 21 - New reception places created	12	0	60	-	-	60	60	Bigger is Better	Green		-	The target number of new reception places were provided in the target quarter. This also means the annual target has been met.	Amar Dave	Cllr Mashari
PP 22 - New primary school places created	1,785	780	0	-	-	780	780	Bigger is Better	Green		-	No new primary school places were provided in the Q2 (except reception places recorded in PP21). This is in line with the quarter target.	Amar Dave	Cllr Mashari
Percentage of schools that are judged good or outstanding by Ofsted	91%	91%	94%	-	-	94%	95%	Bigger is Better	Amber		88 (Prim'y) 86 (2ndary) LGIinform 2014/15 academic year	The overall figure has increased in Q2 by 2.6 percentage points. This is because two 'Requires Improvement' schools (Our Lady of Lourdes RC Primary School and Alperton Community School) were judged good in July.	Gail Tolley	Cllr Mitchell Murray
Number of primary schools that are judged good or outstanding by Ofsted	51	52	53	-	-	53	51	Bigger is Better	Green		-	Our Lady of Lourdes RC Primary School was judged Good in Q2.	Gail Tolley	Cllr Mitchell Murray
Number of secondary schools that are judged good or outstanding by Ofsted	10	10	11	-	-	11	11	Bigger is Better	Green		-	Alperton Community School was judged Good in Q2.	Gail Tolley	Cllr Mitchell Murray

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

Schools and Education continued

Performance Indicator	15/16 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	2020 Priority	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Percentage of pupils attending Brent schools that are judged as being either good or outstanding	86%	86%	90%	-	-	90%	95%	Bigger is Better	Amber		-	The overall proportion of pupils educated in good and outstanding schools increased by 3.5 percentage points in Q2 following the inspection of a large secondary school (Alperton Community School). Two large schools currently judged RI (JFS) and Inadequate (Crest) are due for re-inspection in Q3 and Q4.	Gail Tolley	Clr Mitchell Murray
Take up of the 2 year old Nursery Education Grant (%)	66%	62%	57%	-	-	57%	75%	Bigger is Better	Red		-	The take up figures for September were as expected as we have had a number of children dropping off the NEG (Nursery Education Grant) 2 to take up NEG 3 & 4. Since September, the team has had significant contact from families and we anticipate that we will see an increase in percentage take-up in our December headcount as we did this time last year. Outreach to raise awareness of the two year entitlement is ongoing, both to internal council teams, external partners and to community and family events across the borough. We are currently advertising the 2, 3 and 4 year entitlements on JC Decaux boards across Brent.	Gail Tolley	Clr Mitchell Murray
No. of CYP applying for Reception and Yrs 1&2 (ages 4-6) not offered a school place w/in 4 wks	0	0	0	-	-	0	0	Smaller is Better	Green		-		Gail Tolley	Clr Mitchell Murray
No. of CYP applying for Yr 3, 4, 5 & 6 (ages 7-10) not offered a school place w/in 4 wks	0	0	0	-	-	0	0	Smaller is Better	Green		-		Gail Tolley	Clr Mitchell Murray
No. of CYP applying for Yr 7, 8, 9, 10 & 11 (ages 11-16) not offered a school place w/in 4 wks	2	0	0	-	-	0	0	Smaller is Better	Green		-		Gail Tolley	Clr Mitchell Murray
Percentage of 16 to 18 year olds who are not in education, employment or training (NEET)	2.6%	2.2%	3.3%	-	-	3.3%	3.5% (annual target)	Smaller is Better	Green	Employment & Skills	13th nationally in 2014/15 (5th for NEET and not known combined) Department for Education	Performance against this target is measured nationally as an average over a three month period from November to January each year. Therefore the most accurate representation of this performance indicator will be available in quarter 4.	Gail Tolley	Clr Mitchell Murray
Percentage of care leavers in education, employment or training	56.8%	48%	51%	-	-	51%	58%	Bigger is Better	Red	Employment & Skills	47.6% Department for Education 2014/15	The cohort includes a proportion of Unaccompanied Asylum Seekers whose immigration status prevents them accessing employment and education post 18 years old, which has a significant impact on percentages.	Gail Tolley	Clr Mitchell Murray

Supporting vulnerable people and families when they need it

Children's Social Care

Performance Indicator	15/16 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	2020 Priority	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Percentage of Looked After Children placed with foster carers	71%	70%	67%	-	-	67%	75%	Bigger is Better	Red	Demand Management	76.4% Department for Education 2014/15	The most recent reporting period has continued to see an increase in unaccompanied asylum seeking children (UASC) approaching the borough for support. There were 83 UASC in the Local Authority's care as at 30/09/16 compared to 72 at 30/06/16 and 58 at 31/12/15. A greater number and proportion of LAC are now residing in semi-independent accommodation - an increase of 15.6 at 30/06/16 to 18.7% at 30/09/16.	Gail Tolley	Cllr Mitchell Murray
CSE 01 - The number of Child Sexual Exploitation suspicions	36	14	10	-	-	24	-	Contextual		Regeneration	-	CSE suspicions were down in Q2 compared to Q1.	Amar Dave	Cllr Miller
CSE 02 - The number of Child Sexual Exploitation related crimes	22	5	3	-	-	8	-	Contextual		Regeneration	-	CSE suspicions were down in Q2 compared to Q1.	Amar Dave	Cllr Miller
CSE 03 - The number of Child Sexual Exploitation disruptions	10	12	9	-	-	21	-	Contextual			-	CSE suspicions were down in Q2 compared to Q1.	Amar Dave	Cllr Miller
CSE 04 - The number of detections (Child Sexual Exploitation flagged)	8	0	0	-	-	0	-	Contextual			-	There have been no CSE detections this year to date.	Amar Dave	Cllr Miller
Percentage of Looked After Children with an up to date Personal Education Plan	69%	90.25%	95.92%	-	-	95.92%	100%	Bigger is Better	Amber		-	This quarter included August when schools are on holiday and it is not possible to complete PEPs.	Gail Tolley	Cllr Mitchell Murray
Percentage of social workers on a permanent contract	68%	63%	61%	-	-	61%	75%	Bigger is Better	Red	Demand Management	-	The Social Worker TMP Recruitment Campaign has concluded. The Workforce Development Strategy is being taken forward with lessons learned from the TMP campaign. We are recruiting 12 ASYEs ('assessed and supported year in employment' posts) before 31/12/16.	Gail Tolley	Cllr Mitchell Murray
Percentage of Looked After Children placed with In-House (Brent) foster carers	31%	32%	27%	-	-	27%	-	Contextual		Demand Management	-		Gail Tolley	Cllr Mitchell Murray
Percentage of Looked After Children placed with independent fostering agencies	26%	25%	25%	-	-	25%	-	Contextual		Demand Management	-		Gail Tolley	Cllr Mitchell Murray
Percentage of Looked After Children placed with relatives and friends	13%	12%	13%	-	-	13%	-	Contextual		Demand Management	-		Gail Tolley	Cllr Mitchell Murray
Average days between a child entering care and moving in with its adoptive family, for those adopted	494	554	536	-	-	536	550	Smaller is Better	Green	Demand Management	609 (statistical neighbours) Adoption Leadership Board (2012-15)		Gail Tolley	Cllr Mitchell Murray
Stability of placements of Looked After Children: 3 or more placement moves (%)	12.5%	1.1%	3.7%	-	-	3.7%	13% (Annual Target), 5.2% (Q2 2015/16)	Smaller is Better	Green	Demand Management	9.2% (statistical neighbours) Department for Education 2014/15		Gail Tolley	Cllr Mitchell Murray

Supporting vulnerable people and families when they need it

Adult's Social Care

Performance Indicator	15/16 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	2020 Priority	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
ASC LPI 22 -The proportion of initial contacts to Adult Social Care who are directed appropriately to information, advice and guidance (IAG)	36.6%	37.3% (snapshot figure as of 30 June 2016)	36.0%	-	-	36.0%	40.0%	Bigger is Better	Red	Demand Management	-	We are below target for this indicator mainly due to data related to this indicator not being captured for every initial contact. Restructure is currently underway which will improve service quality and data capture. A new report based on the new processes will be created and figures should report more positively.	Phil Porter	ClIr Hirani
Making Safeguarding Personal: Proportion of outcomes that are recorded as fully met	76.5%	80.0%	74.9%	-	-	74.9%	80.0%	Bigger is Better	Amber		-	The safeguarding process is currently being reviewed and will see some changes in line with the PAN London and ADASS recommendations. The results for this indicator will improve with the grouping functionality which will be introduced where the organisational abuse will be captured and recorded against all affected, and the outcomes for each individuals will be captured.	Phil Porter	ClIr Hirani
ASC LPI 23 - Number of assessments & reviews of carers	992	190	180	-	-	370	775	Bigger is Better	Red	Demand Management	-	The carers review and assessments process is currently under review and will change to ensure the joint assessments which are not loaded onto the system will be on system. Carer Assessments are currently carried out by the carers centre and are not captured on Mosaic, it is anticipated better recording and including figures from the carers centre will boost the figures and allow us to meet the yearend target.	Phil Porter	ClIr Hirani
ASCOF 2D The outcome of short-term services: sequel to service (REABLEMENT)	64.2%	59.0%	71.0%	-	-	71.0%	75.0%	Bigger is Better	Amber	Demand Management	71.8% (NASIS 2014/15)	The service is currently moving towards full integration with the rehab service and is in a period of transition. The new service will go live in September, with new providers starting in October.	Phil Porter	ClIr Hirani
ASCOF 1C (2A) - Proportion of people who use services that receive a direct payment	21.6%	20.5%	21.9%	-	-	21.9%	22.5%	Bigger is Better	Amber	Demand Management	26.7% (LAPS 2014/15)	Direct payments are being promoted strongly and service areas are scrutinised to see if any services were not loaded as DP where they should have been. An Initial number of packages have been identified and these will be converted to Direct payments for Q3; The continuing DP project will significantly increase the numbers by the end of Q4 and allow us to meet the year end target	Phil Porter	ClIr Hirani
Number of admissions to residential & nursing care homes, 18-64	10	4	7	-	-	7	3	Smaller is Better	Red	Demand Management		The spike in this indicator is linked to the large number of reviews and reassessments being carried out in the 1st quarter as a result of re-organisation of the service and increased review capacity. It is also impacted by delays in the NAIL project and should ease when anticipated NAIL provision comes on line in December.	Phil Porter	ClIr Hirani
No. of admissions to residential & nursing care homes, 65+	93	44	71	-	-	71	36	Smaller is Better	Red	Demand Management		The spike in this indicator is linked to the large number of reviews & reassessments being carried out in the 1st quarter as a result of re-organisation of the service and increased review capacity. It is also impacted by delays in Vishram House becoming available, which is anticipated to happen in December and should ease demand on residential and nursing.	Phil Porter	ClIr Hirani

Enabling people to live healthier lives and reducing health inequalities

Public Health

Performance Indicator	15/16 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	2020 Priority	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
PH 11 - Successful completions as a proportion of all opiate drug users in treatment	6.7%	6.4%	-	-	-	6.4% (Q1)	6.7%	Bigger is Better	Amber		-	In arrears. Brent monthly performance for Qtr. 2 based on August figures remains in line with national performance. Final figures for Qtr. 2 NDTMS will be released in mid-November.	Phil Porter	CLlr Hirani
PH 12 - % of clients waiting to start first intervention	100%	100%	-	-	-	100% (Q1)	90%	Smaller is Better	Green		-	In arrears. No waiting times reported. Final figures for Qtr.2 NDTMS will be released in mid-November.	Phil Porter	CLlr Hirani
% of New birth visits within 14 days	New for 2016/17	89%	-	-	-	89% (Q1)	92%	Bigger is Better	Amber		-	In arrears. Qtr. 2 data due week beginning 14th November.	Phil Porter	CLlr Hirani
RS PH 03 - % of residents that complete a health check as a proportion of those offered	55%	34.0%	-	-	-	34% (Q1)	30% (Q1)	Bigger is Better	Green		-	In arrears. Qtr. 2 data due week beginning 14th November.	Phil Porter	CLlr Hirani

Better Place

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

Public Realm and Highways

Performance Indicator	15/16 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	2020 Priority	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Percentage of sites with unacceptable levels of litter	5%	5%	11.7%	-	-	8%	8%	Smaller is Better	Green	Regeneration	4.2% (LAPS 2015/16)	Refresher training has been delivered to monitoring officers to ensure scores are in line with NI 195 principles being used to monitor contractor performance for cleanliness of the borough. If full year scores are above target, the Public Realm contractor will incur a financial penalty	Amar Dave	Clr Southwood
Percentage of sites with unacceptable levels of graffiti	2%	2%	3.8%	-	-	2.9%	6%	Smaller is Better	Green		2.7% (LAPS 2015/16)	Refresher training has been delivered to monitoring officers and graffiti remains within the 6% target	Amar Dave	Clr Southwood
Tonnes of municipal waste sent to landfill	68,351	18,426	18,190	-	-	36,616	27,840	Smaller is Better	Red		-	There has been an increase in municipal waste tonnages since 2014, reflecting the economic recovery nationwide. In addition, there is a significant amount of new housing being constructed throughout the borough, with more to come. Every additional household in Brent will only make the meeting our target more challenging. We are constantly working with Veolia and West London Waste Authority on improving communications and education, to encourage people to generate less waste (such as engaging in the Love Food Hate Waste campaign), and (where waste is unavoidable) to reuse or recycle. It is worth noting that the cost for disposal of tonnage in excess of the contract target will be met by the Public Realm contractor Veolia	Amar Dave	Clr Southwood
Number of waste enforcement cases investigated which lead to a non sanctionable outcome	528	123	159	-	-	282	275	Bigger is Better	Green		-	Performance remains on target for the full year, with positive results for the quarter	Amar Dave	Clr Southwood
Number of waste enforcement cases investigated which lead to a sanctionable outcome	630	192	149	-	-	341	250	Bigger is Better	Green		-	Though figures have dropped from Q1, results remain on target for full year expectations	Amar Dave	Clr Southwood
Number of illegally dumped waste incidents reported on public land (large and small)	13,197	4,820	5,277	-	-	10,097	6,000	Smaller is Better	Red	Regeneration	-	Due to higher resident awareness through campaigns such as "Love Where You Live", we are continuing to see a high number of fly tips reported across the borough. This doesn't mean that the actual number of fly tipping incidents have increased, just what is reported as fly tipping. We are promoting the "Love Where You Live" campaign, implemented uniformed litter patrols, issuing Fixed Penalty Notices for littering offences and using CCTV wherever possible to identify offenders of fly tipping and littering.	Amar Dave	Clr Southwood
Number of kilograms of residual household waste collected per household	479	120	120	-	-	240	240	Smaller is Better	Green		131 (LAPS Q1 2015/16)	Kg per household is lower for Q2 and in line with the target	Amar Dave	Clr Southwood
Percentage of household waste sent for re-use, recycling and composting	40%	40.5%	41.5%	-	-	41%	45%	Bigger is Better	Amber	Regeneration	30.8% (LAPS 2015/16)	This figure is reflective of the London-wide picture, where recycling rates have plateaued over recent years. Further work is underway in partnership with Veolia to improve performance through concerted communications and education campaigns and through continued promotion of the Brent's recycling service	Amar Dave	Clr Southwood
Average time taken to remove illegal dumped waste (days)	0.74	0.96	0.81	-	-	0.89	1	Smaller is Better	Green	Regeneration		Q2 performance is ahead of target and on course for the full year goal	Amar Dave	Clr Southwood
Gulleys regularly cleared	94%	97%	98%	-	-	98%	92%	Bigger is Better	Green			Performance is good and remains on target. Parked cars account for not achieving 100%. The contractor will return three times before requesting traffic management should obstructions remain.	Amar Dave	Clr Southwood

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

**Public Realm and Highways continued**

Performance Indicator	15/16 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Forecast YTD	Good is?	RAG YTD	2020 Priority	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Parking driver compliance- PCNs issued: Parking contraventions	99,721	27,996	26,096	-	-	54,092	49,120	Contextual			-	PCN issuance above forecast due to high productivity from Civil Enforcement Officers.	Amar Dave	Clr Southwood
SS 33 - Parking driver compliance- PCNs issued: CCTV bus lane	8,370	2,324	2,213	-	-	4,537	5,400	Contextual			-	PCN issuance below forecast due to increased driver compliance with bus lanes.	Amar Dave	Clr Southwood
SS 34 - Parking driver compliance- PCNs issued: CCTV moving traffic	73,990	19,945	18,952	-	-	38,897	38,519	Contextual			-	issuance above forecast. However there was a drop in issuance in Q2, due to increased driver compliance at some sites.	Amar Dave	Clr Southwood
FIN EP 11 - Parking revenue: Car parks / Off street P&D	£499,137	£138,172	£132,125	-	-	£270,297	£244,144	Contextual		Raising Income	-	Performance above forecast owing to demand from motorists.	Amar Dave	Clr Southwood
Percentage of resident permits purchased online	78%	79%	79%	-	-	79%	80%	Bigger is Better	Amber		-	Performance remains consistent, and marginally below target. Work to improve the Parking landing page, which is rather cluttered has been initiated, in order to enhance the customer journey, and access to relevant content.	Amar Dave	Clr Southwood

**Better Place: Continue to reduce crime, especially violent crime, making people feel safe**

**Community Protection**

Performance Indicator	15/16 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	2020 Priority	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Offences of Violence with Injury	2,883	809	784	-	-	1,593	-	Contextual			-	There was a reduction in the number of violence with injury offences in Q2 compared to Q1 however the borough is still seeing a 8.6% increase in offences on the rolling 12 month comparisons. We will continue with our partners to tackle the key drivers of violent crime including domestic abuse and gangs.	Amar Dave	Clr Southwood
Residential Burglary offences	2,007	389	438	-	-	827	-	Contextual			-	There was an increase in burglaries in Q2 compared to Q1 however the borough is still showing a 5.6% reduction in burglary offences on the rolling 12 months comparison.	Amar Dave	Clr Southwood
Robbery offences	966	210	207	-	-	417	-	Contextual			-	There was a slight decrease in robberies in Q2 compared to Q1. The borough is showing a 22.1% increase in robbery offences on the rolling 12 months comparisons.	Amar Dave	Clr Southwood
CST 09 - Theft of and from motor vehicles	2,655	676	686	-	-	1,362	-	Contextual			-	There was a slight increase in motor vehicle offences in Q2 compared to Q1. The borough is currently showing a 26.7% increase in motor vehicle offences on the rolling 12 months comparisons.	Amar Dave	Clr Southwood
CST 05 - Calls to the police for ASB	8,254	2,455	2,955	-	-	5,410	-	Contextual			-	There was an increase in ASB in Q2 compared to Q1. The borough is currently showing a 16.2% increase in ASB calls on the rolling 12 months comparisons.	Amar Dave	Clr Southwood
CST 24 - Sanctioned Detection rate for domestic violence	35.7%	35.3%	34.0%	-	-	0.34	-	Contextual			-	There was a slight decrease in the sanction detection rate for domestic violence offences on the rolling 12 months comparisons.	Amar Dave	Clr Southwood
Gang-related offences (Gun discharges and Knife injury victims (under 25 years old non domestic)	85	78	90	-	-	90	-	Contextual			-	There was an increase in gang related offences on the rolling 12 months comparisons. We will continue with our partners to tackle Brents gangs through the gang focussed deterrent group which holistically tackles the highest risk gangs in the borough.	Amar Dave	Clr Southwood



## Better Place

### Better Place: Continue to reduce crime, especially violent crime, making people feel safe

#### Community Protection continued

Performance Indicator	15/16 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	2020 Priority	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Reoffending rate for young offenders per cohort	41.0%	42.6%	41.9%	-	-	41.9%	43.2%	Smaller is Better	Green	Regeneration	-	The binary rate of reoffending in Brent (41.9%) decreased by 3.1% compared to performance in the previous 12 months (45.0%). This rate is now 0.7% less than the London average and contrasts favourably to the increases experienced elsewhere: the London rate increased by 0.4% to 42.6%, and the England average increased by 0.5% to 37.6%.	Gail Tolley	Clr Mitchell Murray
First time entrants to the Youth Justice System aged 10-17 per cohort	119	130	132	-	-	132	157	Smaller is Better	Green	Regeneration	424 (London) LGInform 2014/15	This data is based on the Police National Computer and is published by the Ministry of Justice. Data is shown in rolling full-years. The latest available is for the period April 2015-March 2016. Compared to the same reporting period last year there has been a 9% decrease in the actual number of First Time Entrants.	Gail Tolley	Clr Mitchell Murray
SSL 01 - % of street lighting working as planned	99.94%	99.94%	99.94%	-	-	99.94%	99.9%	Bigger is Better	Green			Performance is consistent, and above target as street lighting maintenance arrangements continue to work effectively.	Amar Dave	Clr Southwood

### Better Place: Increase the supply of affordable, good quality housing

#### Housing and Growth

Performance Indicator	15/16 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	2020 Priority	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
HE 33 - Dwellings improved through enforcement action	1,281	204	531	-	-	531	500	Bigger is Better	Green	-	-		Phil Porter	Clr Farah
HE 34 - Empty properties brought back into use	100	21	32	-	-	32	50	Bigger is Better	Red	Business & Housing	-	A further 32 units are currently in the process of being developed with additional schemes in the pipeline	Phil Porter	Clr Farah
HE 38 - Number of Mandatory HMOs licensed	300	405	477	-	-	477	300	Bigger is Better	Green	Business & Housing	-		Phil Porter	Clr Farah
HE 48 - Number of additional and selective dwellings licenced	8,000	3,593	3,707	-	-	3,707	2,823	Bigger is Better	Green	Business & Housing	-		Phil Porter	Clr Farah
HE 58 - The number of Houses in Multiple Occupation licensed under the Additional Licensing Scheme	-	1,228	1,377	-	-	1,377	2,000	Bigger is Better	Red			The licensing of smaller HMO's (c. 16k) has been a challenge. Despite extensive publicity, a well attended landlord forum, door to door street surveys of 3 wards and nearly 50 successful prosecutions, voluntary applications are still not as many as we would like. It is hoped that pending changes to legislation and the possibility of extending selective licensing will address this issue	Phil Porter	Clr Farah
BHP 04 - % of properties with a valid gas certificate	99.99%	99.99%	99.98%	-	-	99.98%	100%	Bigger is Better	Amber	-	-	Over 2,700 gas certificates have been renewed on time in quarter two. One certificate remains overdue at the end of the month, this is due to a severe infestation of cockroaches in one of our properties that is preventing access to undertake the service.	Phil Porter	Clr Farah

Better Place: Continue to reduce crime, especially violent crime, making people feel safe

Housing and Growth continued

Performance Indicator	15/16 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	2020 Priority	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
BHP 05 - Average re-let time minor voids	30.7	24.29	28.20	-	-	26.60	24	Smaller is Better	Red	-	-	<p>Comment: Turnaround of standard voids was raised in the letter of breach from Brent Council and BHP are taking this very seriously. The Director of Property Services and the Director of Transformation have stepped in to the day to day operations to ensure performance is improved. Standard void turnaround is 26.6 days YTD, a reduction of 10 days compared to the same period in 2015/16. 2 properties taking 48 days each to let have had a big impact on the overall turnaround. Both properties were re-let to tenants being decanted from regeneration schemes and required extra support.</p> <p>The following actions have been in place since the beginning of September 2016.</p> <ul style="list-style-type: none"> <li>• Changing of focus on weekly voids meeting to flag up issues and ensure all relevant parties are present and held accountable for making this process better. Director of service taking over as chair and officers will feed in to process beforehand</li> <li>• Voids board has been brought into the office and will be a prominent visual reminder of individual void target dates and aid progress chasing. Subject to daily review.</li> <li>• The void start date on Monday to be strictly adhered to. Housing officer's to be accountable for the swift turnaround of keys and pre-void information.</li> <li>• Officers to work within the parameters of the IT systems to ensure all voids meet target.</li> </ul>	Phil Porter	Clr Farah
BHP 06 - Average re-let time major voids	59	48	49	-	-	48	61	Smaller is Better	Green	-	-		Phil Porter	Clr Farah
HE 36 - Households in TA	2,933	2,880	2871	-	-	2,871	2759	Smaller is Better	Amber	Business & Housing	-	A combination of continued high demand and the delayed delivery of new build Social Housing and the loss of an office conversion TA scheme have led to continued pressure the use of B&B	Phil Porter	Clr Farah
HE 55 - Households in non self contained B&B for more than 6 weeks	2	1	5	-	-	5	0	Smaller is Better	Red	Business & Housing	-	Action taken on a case by case basis to keep as low as possible with planned exits from B&B for these 5 households	Phil Porter	Clr Farah
HE 59 - Number of households in non-self-contained B&B	124	29	33	-	-	33	5	Smaller is Better	Red	Business & Housing	-	A combination of continued high demand and the delayed delivery of new build Social Housing and the loss of an office conversion TA scheme have led to continued pressure the use of B&B	Phil Porter	Clr Farah
HE 31 - Accepted homeless	745	179	150	-	-	329	345	Smaller is Better	Green	Business & Housing	-		Phil Porter	Clr Farah
HE 53 - Number of OBC impacted households in temporary accommodation	New for 2016/17	93	87	-	-	87	70	Smaller is Better	Red	Business & Housing	-	Action on a case by case basis to reduce the current number of households capped in TA as we anticipate a dramatic increase in the 4th quarter with the introduction of the new cap limit on income for households	Phil Porter	Clr Farah
Homeless Prevention	New for 2016/17	158	97	-	-	255	240	Bigger is Better	Green	Business & Housing	-		Phil Porter	Clr Farah

Ensuring good quality, accessible arts and leisure facilities

Sports and Culture

Performance Indicator	15/16 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	2020 Priority	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
SP 10 - The overall number of wet and dry visits to Brent's sports centres	1,600,785	421,419	410,844	-	-	832,263	804,708	Bigger is Better	Green	-	-		Phil Porter	Clr Hirani
SP 07 - The overall number of swim visits to Brent's sports centres	566,614	143,569	154,603	-	-	298,172	291,289	Bigger is Better	Green	-	-		Phil Porter	Clr Hirani
The overall number of dry side visits to Brent's sports centres	1,034,171	277,850	256,241	-	-	534,091	51,419	Bigger is Better	Green	-	-		Phil Porter	Clr Hirani
Total number of physical visits to libraries	2,404,283	663,619	540,883	-	-	1,204,502	1,294,079	Bigger is Better	Red	-	-	We have suffered a big fall in library visits since the relocation of library. Recent building works in the area (including moving bus stops) have made the library significantly less appealing. While the Council moves to encourage access to services from home it means less residents are visiting the building. This coupled with the move of big local events such as X-factor auditions has seen a big decline in visits. We have noticed a general drop off in visits across the libraries. The growth of our e-library service and library app, also make visits to the library less necessary to enjoy our services.	Phil Porter	Clr Miller
LIB 10 - Number of library stock issued	1,059,083	255,780	276,973	-	-	532,753	552,248	Bigger is Better	Amber	-	-	We had a stronger second quarter and have narrowed the gap to our target. This was led by an excellent summer reading challenge reaching over 4,000 children and seeing the libraries issues nearly 100,000 items in August. However it took time for the impact of our outreach to be felt and July's issues were poor, which dragged down performance for the quarter.	Phil Porter	Clr Miller
Total number of instances of participation with Brent Museum and Archive service	New for 2016/17	13,746	12,382	-	-	26,128	12,450	Bigger is Better	Green	-	-		Phil Porter	Clr Miller
Number of online interactions	New for 2016/17	787,599	882,272	-	-	1,669,871	1,215,000	Bigger is Better	Green	-	-		Phil Porter	Clr Miller

Building community resilience and promoting citizenship

Partnership Working

Performance Indicator	15/16 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	2020 Priority	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
CCE 21 - Number of people attending Brent Connects forums	693	205	100 (Wembley and Kilburn Forums only)	-	-	305	-	Contextual			-	3 Brent Connects forum are due to take place at the end of October and November.	Peter Gadsdon	Cllr McLennan
Number of people registered as volunteer	531	315 (April and May only)	275 (June-September)	-	-	275	-	Contextual		Employment & Skills	-		Peter Gadsdon	Cllr McLennan
PAR 01 - Income to benefit the borough secured by local voluntary groups, with CVS support	£1,509,639	£567,412	£622,875	-	-	£1,190,287	-	Contextual		Demand Management	-		Peter Gadsdon	Cllr McLennan
PAR 04 - Number of local voluntary sector groups receiving 1-2-1 advice and guidance from CVS	314	63	52	-	-	115	-	Contextual		Demand Management	-		Peter Gadsdon	Cllr McLennan

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

Internal Business

Performance Indicator	15/16 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	2020 Priority	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
BCS 01 - Percentage of telephone calls answered by BCS	82%	86%	85.86%	-	-	85%	90%	Bigger is Better	Red	Demand Management	-	<p>BCS overall phone performance was slightly below target at 86% against a target of 90%. The direction of travel is positive compared to Q1 where 84% of calls were answered.</p> <p>There are 5 key teams where targets are not being achieved and action plans are in place for each of these to drive improvements. The direction of travel for all 4 teams ( Council Tax, benefits, FSC and R&amp;N ) is positive and improving - for the remaining team - which handles ASC contacts with the contact centre a new model for contact handling is being implemented which should help to address some of the issues impacting on performance. Actions include :</p> <ul style="list-style-type: none"> <li>Capacity building through recruitment</li> <li>Strengthened performance management</li> <li>Review of phone handling and rotas for phone answering on teams</li> <li>Analysis of phone calls to identify root cause to identify actions to prevent unnecessary calls</li> </ul>	Althea Loderick	Cllr McLennan
BCS 03 - Average customer waiting time in local offices (mins)	23	23	21	-	-	21	30	Smaller is Better	Green	Demand Management	-		Althea Loderick	Cllr McLennan
RB 01 - Average days taken to process new benefit claims and change events	8.3	7.07	6.64	-	-	6.21	8.7	Smaller is Better	Green	Demand Management	-		Althea Loderick	Cllr McLennan

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

Internal Business continued

Performance Indicator	15/16 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	2020 Priority	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
BCS 11 - Percentage of telephone calls answered through the council's ACD system	83%	84%	85%	-	-	84%	90%	Bigger is Better	Red	-	-	<p>Commentary: There has been a small improvement in ACD call answer rates for calls received outside BCS with answer rates improving from 84% to 85%.</p> <p>There are 6 hotspot areas :</p> <p>Brent Start 86% Housing 78% HRC 71% Barnet Registrars 66% HDT 64% Schools Admissions 60%</p> <p>Each Dept should be monitoring performance against the Customer Promise Score card and developing improving plans to address issues where identified. BCS will contact R&amp;E, C&amp;W and CYP to ask them to provide details of these plans for the next quarter and a summary of these will be included in the Q3 return. The Barnet R&amp;N team sits within the Resources Dept and action has been taken to recruit to vacant posts which is the major cause of performance issues for this team.</p>	Althea Loderick	Clr McLennan
CMP 02 - Percentage of stage 1 complaints responded to within timescale	88%	93%	95%			95%	100%	Bigger is Better	Amber	-	-	<p>The council maintains stage 1 response performance above the 90% mark. Q2 achieved 95% of all first stage complaint responses sent in time.</p> <p>We are working towards the Borough plan target of 100% and have introduced measures such as weekly case load reporting to highlight to officers what is coming up in the next week. This, along with CMT support, has helped make a noticeable improvement in performance.</p>	Peter Gadsdon	Clr McLennan
CMP 04 - Percentage of stage 2 complaints responded to within timescale (Corporate)	New for 2016/17	86%	75%			80%	100%	Bigger is Better	Red	-	-	<p>Stage 2 corporate complaint response timeliness has slightly dipped in Q2 from 86% to 75%, however this can be attributed to an increase in the number of cases closed which went up from 318 in Q1 to 365 in Q2. An increase of 15%</p>	Peter Gadsdon	Clr McLennan
CMP 04 - Percentage of stage 2 complaints responded to within timescale (Statutory)	New for 2016/17	33%	57%			56%	100%	Bigger is Better	Red	-	-	<p>Stage 2 statutory complaints are complex in their nature and because of this, they are often quite in-depth investigations which can run over the specified timescales.</p> <p>As part of our commitment to improve performance, the complaints service team have introduced a weekly performance report to help increase performance. We will also be carrying out a review of the statutory workflow on the complaints system to ensure we are managing cases effectively.</p>	Peter Gadsdon	Clr McLennan
Total number of stage 1 complaints upheld / partially upheld	398	161	246	-	-	407	-	Contextual		-	-	<p>There has been a 53% increase in the number of stage 1 complaints that have been recorded as upheld / partially upheld. This is in part down to service areas taking a more active approach in accepting fault at the earliest opportunity in order to rectify the complaint.</p> <p>The volume of cases closed has also increased thus adding to the number of cases outcomes in total which was 318 in Q1 and 365 in Q2.</p>	Peter Gadsdon	Clr McLennan

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

Internal Business continued

Performance Indicator	15/16 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	2020 Priority	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Total number of stage 1 complaints not upheld	379	117	141	-	-	258	-	Contextual			-	The total number of stage 1 complaints not upheld rose from 117 in Q1 to 141 in Q2. This is in line with the increase in the number of stage 1 complaints investigated which rose by 15% from Q1 to Q2.	Peter Gadsdon	Cllr McLennan
Total number of decisions made by the ombudsman on complaints investigated	104	19	18	-	-	37	-	Contextual			-	The Local Government Ombudsman (LGO) made a decision in 104 cases in 2015/16. For Q2 in 2016/17, they have made a decision in 18 investigations. If we continue at this rate, the 2016/17 total is likely to be noticeably less than the previous year.	Peter Gadsdon	Cllr McLennan
Total number of complaints upheld by the ombudsman	26	5	5	-	-	10	-	Contextual			-	The LGO made 26 "Upheld" decisions against the council in 2015/16. Of those 26 decisions, the LGO disagreed with the council's stage 2 outcome in 4 of those cases. When comparing the 10 LGO "upheld" decisions for 2016/17 YTD, only 6 of those decisions were upheld or partly upheld by the council at stage 2 of the complaints process. The LGO's definition of "Upheld" differs from the council's meaning and therefore there will be more LGO decisions which are classed as "Upheld" than the Council's.	Peter Gadsdon	Cllr McLennan
FOI Q2 - Percentage of FOI responded to within 20 working days	93%	96%	98%	-	-	98%	100%	Bigger is Better	Amber		86.9% (LAPS 2015/16)	The Council has achieved its highest ever level of performance – 98% in Q2. There were a small number of requests responded to out of time for various reasons such as IT errors, staff absence or the actions of requestors and therefore we were unable to hit the 100% corporate target. The Information Commissioner sets an expected standard of 85%	Peter Gadsdon	Cllr McLennan
Percentage of members enquiries responded to within 10 days	96%	94%	96%	-	-	95%	100%	Bigger is Better	Amber		-	Volume - There has been a 5% decrease on members enquiries received from 696 in Q1 to 664 in Q2. Regeneration & Environment receive the majority of these enquiries which are mainly regarding Highways (Potholes and Pavements) and Public Realm (Fly Tipping and Rubbish Collection). Timeliness of response - In Quarter 2, the council closed 96% of enquires on time, which is an increase of 2% from Q1.	Peter Gadsdon	Cllr Butt
Number of SARs (Subject Access Requests) responded to within the statutory 40 days	74%	87%	90%	-	-	88.5%	90%	Bigger is Better	Amber		-	Our target has been updated to 90% for Q2. The SARS process goes by calendar year so 80% was the target for the periods of January-March and April-June. July-September and October-December are set at 90%. The increase in actual performance is due to fewer requests during July.	Peter Gadsdon	Cllr McLennan

Corporate Health

Corporate Health

Internal Business

Performance Indicator	15/16 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	2020 Priority	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Number of deaths registered within 5 days (excluding those referred to the Coroner) (%)	71.07%	92.14%	92%	-	-	92%	90%	Bigger is Better	Green		81% (South East England Average) 76% (National Average) General Register Office		Althea Loderick	Cllr McLennan
Percentages of invoices paid on time	77%	80%	78%	-	-	78%	95%	Bigger is Better	Red		90.2% (LAPS 2015/16)	A range of recommendations aimed at improving speed of payment for invoices was agreed in July by CMT and these actions are now being implemented. These include clearance by Depts of backlogs of invoices on hold and targeted work to address issues resulting in retrospective POs. As backlogs are cleared payment times will increase but subject to all Depts clearing backlogs by October - performance should improve in Q3. The target is to aim to make 95% of payments within 30 days.	Althea Loderick	Cllr McLennan
Percentage of Council Tax collected	96.19%	30.52%	56.60%	-	-	56.60%	56.06%	Bigger is Better	Green	Business & Housing / Raising Income	29.6% (LAPS Q1 2015/16)		Althea Loderick	Cllr McLennan
RB 03 - Non-Domestic Business Rates (NNDR)	98.32%	28.82%	58.21%	-	-	58.21%	58.54%	Bigger is Better	Amber	Business & Housing / Raising Income	31.2% (LAPS Q1 2015/16)	Large new NNDR assessment entered in Rating List (Morrisons) with a debit of £800K which has inflated the debit. This charge is payable by instalments which start in November so will impact on collection for both September and October	Althea Loderick	Cllr McLennan
RB 04 - Value of CT/HB overpayments recovered	£7,170,549	£2,270,000	£4,445,267	-	-	£4,445,267	£4,569,517	Bigger is Better	Amber	Raising Income	-	The collection profile for the year reflects the approved business plan with intakes of staff in August and November corresponding with increases in expected recovery. We sought to recruit 8 new debt recovery officers in August but only 5 suitable candidates were found, leaving us £124K behind profile. We are however already £1.05M ahead of collection at the same time last year. We expect to get back on profile following the November staff intake, which will seek to appoint 12 staff to bring us to full strength and redress the shortfall from August. There have been over 400 applications for these posts.	Althea Loderick	Cllr McLennan
RB 05 - Value of Council Tax arrears recovered	£3,011,339	£247,116	£777,187	-	-	£1,024,303	£1,300,000	Bigger is Better	Red	Raising Income	-	Arrears behind target due to impact of credit transfers and refunds in April and May.	Althea Loderick	Cllr McLennan
PP 27 - Revenue income secured from commercial portfolio	£83,000	n/a	£898,783	-	-	£898,783	£1,050,000	Bigger is Better	Red	Raising Income	-	The income has been uneven due to operational problems following long term staff sickness.- now resolved.	Althea Loderick	Cllr Butt
RN 04 - Registration and Nationality external income achieved to date	£253,857	£191,235	£224,754	-	-	£224,754	£270,000	Bigger is Better	Red	Raising Income	-	External income achieved £224,754 for Quarter 2 against a quarterly target of £270,000. Income shortfall is due to the £250,000 extra income burden placed on service area based on 2012/2013 projections of income. This boom was not sustainable. However the service area are progressing reviewing service diaries and appointment times to maximise the potential for appointments and income. Recruitment of new staff is now complete, training for Marriages and Nationality checking service is complete, training for other areas of the service are still in progress.	Althea Loderick	Cllr McLennan

## Corporate Health

### Corporate Health


#### Digital Services

Performance Indicator	15/16 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	2020 Priority	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Digital Services: System availability - Website	New for 2016/17	99.50%	99.20%	-	-	99.35%	99.90%	Bigger is Better	Amber	-	-	Availability was impacted this quarter by a critical power failure issue in July	Althea Loderick	Cllr McLennan
Digital Services: System availability - Email Service	New for 2016/17	99.99%	99.56%	-	-	99.78%	99%	Bigger is Better	Green	-	-	Availability was impacted this quarter by a critical power failure issue in July	Althea Loderick	Cllr McLennan
Digital Services: System availability - Remote Access Service	New for 2016/17	99.84%	99.57%	-	-	99.71%	99%	Bigger is Better	Green	-	-	Availability was impacted this quarter by a critical power failure issue in July	Althea Loderick	Cllr McLennan
Digital Services: System availability - Desktop Service	New for 2016/17	100%	99.57%	-	-	99.79%	99%	Bigger is Better	Green	-	-	Availability was impacted this quarter by a critical power failure issue in July	Althea Loderick	Cllr McLennan
Digital Services: Percentage of calls resolved within SLA timescales	New for 2016/17	77.41%	74.36%	-	-	75.89%	80%	Bigger is Better	Red	-	-	This quarter has required resources to be prioritised on numerous projects, and has also had a complete unit restructure to address. This should however leave us in a good position for the next quarter	Althea Loderick	Cllr McLennan
Digital Services: Net Promoter Score	New for 2016/17	60.61	62.81	-	-	62.81	20	Bigger is Better	Green	-	-		Althea Loderick	Cllr McLennan

#### Workforce

Performance Indicator	15/16 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual YTD	Target YTD	Good is?	RAG YTD	2020 Priority	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
HR 12 a - Average days sickness (Previous 12 months)	5.89	6.17	5.95	-	-	5.95	-	Contextual		-	-		Althea Loderick	Cllr McLennan



 <b>Brent</b>	<p style="text-align: center;"><b>Cabinet</b> 12 December 2016</p> <p style="text-align: center;"><b>Report from the Strategic Director of Children and Young People</b></p>
For Action/Information	Wards Affected: ALL
<p style="text-align: center;"><b>Creating a London Regional Adoption Agency</b></p>	

## 1.0 Summary

- 1.1 This report seeks Cabinet approval for the Council to work collaboratively with other London boroughs to continue to develop the London Regional Adoption Agency with the intention of joining the agency, when it becomes operational. It is envisaged that it will become operational during 2017/18.
- 1.2 Following the publication of the Department for Education (DfE) paper, Regionalising Adoption (June 2015<sup>1</sup>), the Department invited councils and Voluntary Adoption Agencies to submit Expressions of Interest in becoming part of new regionalised arrangements. In response, the Association of London Directors of Children's Services (ALDCS) with London Councils submitted a London proposition, which was approved for development in a 'scope and define' phase. Through the development of regional agencies, the DfE seeks to speed up matching, improve adoption support and achieve cost efficiencies.
- 1.3 A number of possible models for the London Regional Adoption Agency have been explored. ALDCS have recommended the creation of a new local authority owned entity operating in a hub and spoke approach. The model is expected to retain a strong local link. It is recognised that local knowledge and relationships will be essential.
- 1.4 London-level member engagement has been enabled through a Member Briefing<sup>2</sup> on the DfE's regionalisation policy. This was followed by a report to

<sup>1</sup> Regionalising Adoption (DfE, 2015)

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/437128/Regionalising\\_adoption.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/437128/Regionalising_adoption.pdf)

<sup>2</sup> <http://www.londoncouncils.gov.uk/members-area/member-briefings/children-and-young-people->

London Councils' Executive in October 2015 setting out the regionalisation project in high level terms and seeking Executive's in principle support, which was agreed. In November 2015, a London Councils Lead Member Event<sup>3</sup> was hosted by the project team. Brent's Lead Member for Children and Young People's Services attended this event. The feedback from members subsequently informed the project vision and detailed project plan. In July 2016, a further London Councils Lead Member Event was held to share the initial options analysis and the report on legal implications of the potential models.

- 1.5 Governance of the regionalisation project will be co-ordinated under the strategic leadership of the Association of London Directors of Children's Services (ALDCS), the London Adoption Board as the multi-agency responsible body and an executive steering group made up of representatives from Local Authorities, Voluntary Adoption Agencies and London Councils.
- 1.6 Brent Council should formally agree whether to join the London Regional Adoption arrangements, or seek alternative provision. The final, detailed operational arrangements are expected to be developed by September 2017.

## **2.0 Recommendations**

The Cabinet is recommended to:

- (i) Agree, in principle, to join a London Regional Adoption Agency, subject to detailed financial analysis and business case; and
- (ii) Authorise the Strategic Director of Children's Services, in consultation with the Lead Member for Children's Services, to progress arrangements relating to the development and implementation of the London Regional Adoption Agency model.

## **3.0 Background**

### Adoption as a permanency option

- 3.1 Adoption is a way of providing new families for children who cannot be brought up by their biological parents. It is a legal process in which all parental rights and responsibilities are transferred to the adoptive family. Once adoption has been granted, it cannot be reversed. Alternative permanency options include special guardianship orders (SGOs) and long term fostering.
- 3.2 Successive governments have raised concerns that children in care may experience poorer outcomes due to a low rate of adoption as well as delays in the process. Children in care are more likely to be unemployed, to experience mental health problems, to become homeless and to have their own children removed from them. It should be noted that children in care often arrive in care

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[member-briefing/regionalising-adoption](#)

<sup>3</sup> Reforming Adoption in London. Nov 6<sup>th</sup> 2015.

with significant issues that contribute to poor outcomes; however, a poor care experience can exacerbate rather than remedy these issues. Conversely, a well-timed and good placement match can make a significant and positive difference to the long-term outcomes of children who have difficult and damaging pre-birth and early years' experiences which lead to an adoptive placement.

### The Brent position

- 3.3 The Corporate Parenting Committee of the Council considers adoption performance within the authority on a biannual basis. Adoption activity for the period April-September 2016 was considered at the October 2016 Corporate Parenting Committee. The service was rated as 'good' following the 2015 Ofsted Inspection of services for children in need of help and protection, children looked after and care leavers. The committee noted the continued improvement in performance.

### The policy background to regionalisation

- 3.4 In order to improve outcomes for children in care, the Coalition Government introduced *An Action Plan for Adoption: tackling delay*<sup>4</sup> with legislative changes to the monitoring of the adoption process through an Adoption Scorecard. This sets targets for Local Authorities to speed up the adoption process. In many authorities, those targets have not been met and the speed of adoption remains a concern to central government.
- 3.5 The Department for Education (DfE) paper, *Regionalising Adoption* proposed the move to regional adoption agencies in order to:
- Speed up matching
  - Improve adopter recruitment and adoption support
  - Reduce costs
  - Improve the life chances of vulnerable children.
- 3.6 The government has reinforced their policy ambition through provisions in the Education and Adoption Act 2016. The DfE's ambition is for all local authorities to be part of a regionalised service by 2020.
- 3.7 Through *Adoption: a vision for change*<sup>5</sup>, the Department highlighted the need to draw on the best of both the statutory and voluntary sectors to ensure that systems are designed around the needs of children. It also reinforced the vision to ensure that the voice of children and adopters is at the heart of policy making and service delivery.

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<sup>4</sup> An Action Plan for Adoption: tackling delay (DfE, 2012)  
[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/180250/action\\_plan\\_for\\_adoption.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/180250/action_plan_for_adoption.pdf)

<sup>5</sup> Adoption: a vision for change (DfE, 2016)  
[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/512826/Adoption\\_Policy\\_Paper\\_30\\_March\\_2016.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/512826/Adoption_Policy_Paper_30_March_2016.pdf)

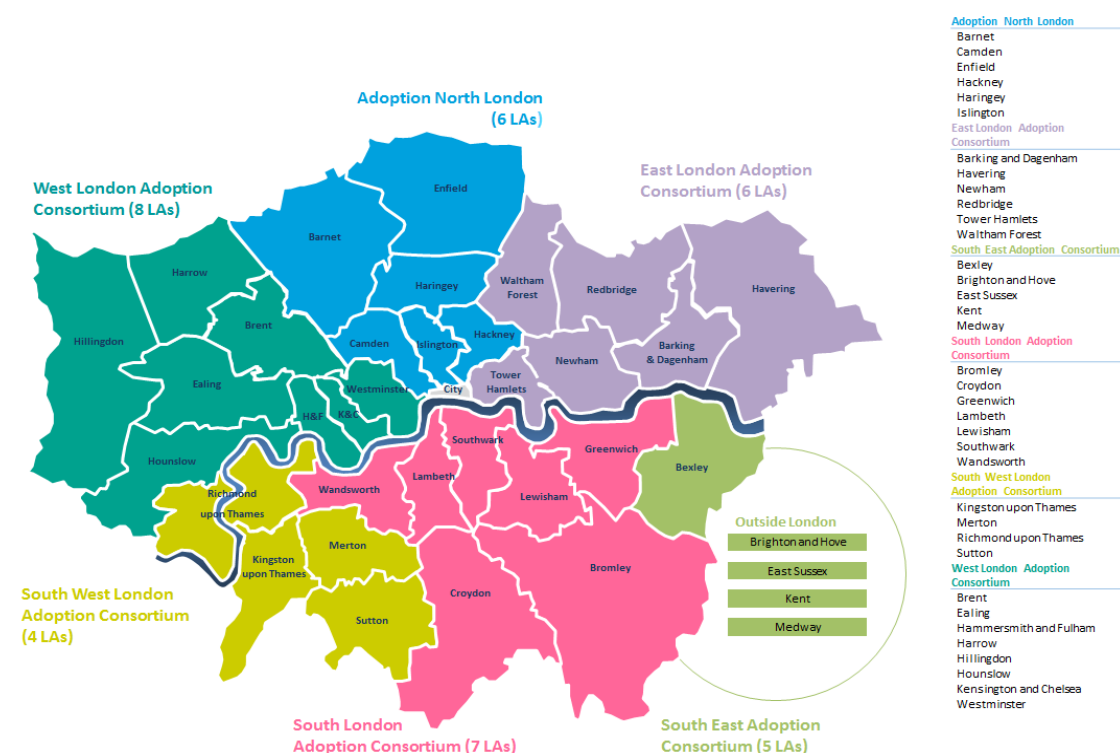
3.8 Following changes within the government during July 2016 the DfE reaffirmed a commitment to this policy. A communication from the DfE to DCSs on 15th September 2016 stated 'RAAs will make an enormous difference to some of our most vulnerable children... We and the team would welcome any further feedback on how we can best work together to deliver the great potential which RAAs have to offer...'

Working together to improve adoption services in London

3.9 London boroughs and VAAs have a history of working together to improve adoption services.

3.9.1 Pan-London joint working: In 2013, the London Adoption Steering Group was set up to enable pan-London good practice sharing and development. This group transitioned to the London Adoption Board in 2014. The London Adoption Board includes London boroughs and voluntary adoption agencies (VAAs) and is sponsored by the CVAA. The London Adoption Board has supported the collection of adoption data, facilitated best practice showcase events, advocated with external groups on behalf of London, and enabled the development of standards for adoption services.

3.9.2 Consortia arrangements: All London boroughs belong to an adoption consortium. In Brent we are a member of the West London Adoption Consortium. These consortia allow best practice sharing between local authorities and enable joint working on some aspects of the service. In some cases, services are carried out jointly between boroughs via these consortia arrangements. Examples of service areas that are carried out jointly include adopter training, recruitment activity, and joint subscriptions. There is a range of levels of integration within the different consortia. Figure 1 shows the current consortia regions.



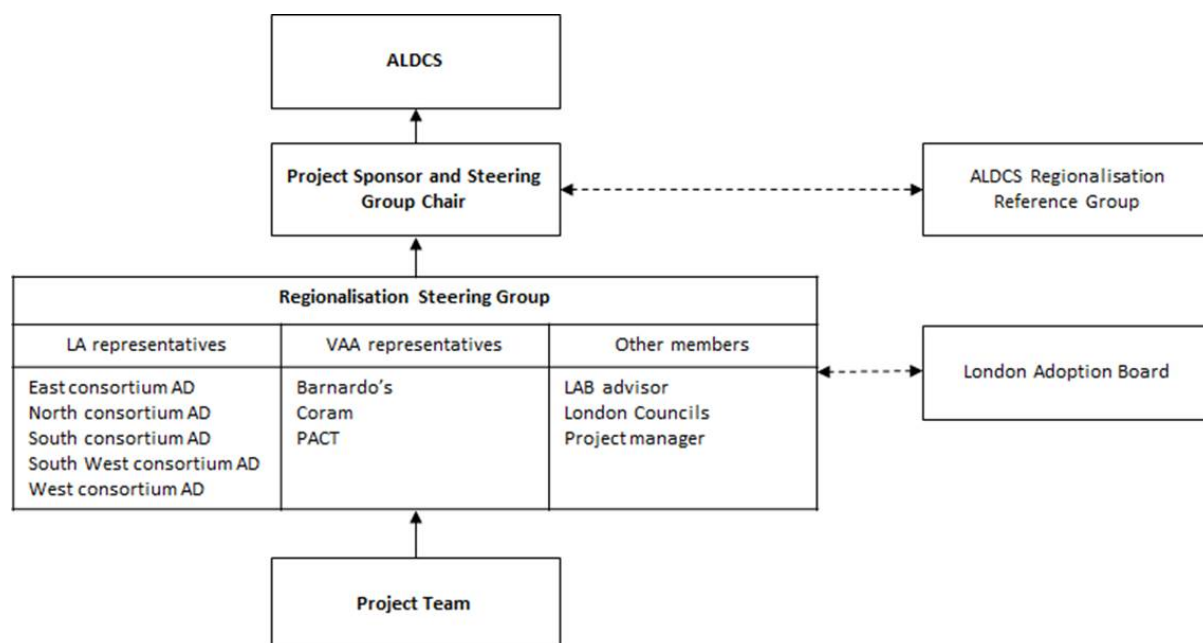
**Figure 1.** London adoption consortia arrangements

The engagement between boroughs and VAAs ranges from individual service contracts and spot purchase arrangements with VAAs to outsourcing the full adoption service. Many VAAs are involved in the consortia arrangements shown above.

**The London Regionalised Adoption Project**  
Governance

3.10 Following the publication of the Regionalising Adoption paper the Department invited councils and Voluntary Adoption Agencies to submit Expressions of Interest in becoming part of new regionalised arrangements. In response, the Association of London Directors of Children’s Services (ALDCS) submitted a London proposition in late 2015. The DfE subsequently approved the ALDCS proposition as a “scope and define” project.

3.11 ALDCS set up and chair a Regionalisation Project Steering Group that has driven the development of the initial recommendations outlined in this document. The Regionalisation Steering Group sits under the governance of ALDCS and makes operational decisions to drive the project forward. An ALDCS reference group (5 DCS members) has also been set up to support the Regionalisation Steering Group Chair with ensuring that the views of London as a whole are represented at a senior level. A diagram of the governance arrangements is shown in Figure 2.



**Figure 2.** London Regional Adoption project governance and membership

## The vision for London

- 3.12 The development and assessment of models for the London Regional Adoption Agency was preceded by the development of a vision for London. This vision was agreed by Directors and engaged upon with stakeholder groups.
- 3.13 The core of this vision is to ensure that all London's children who require adoptive families receive excellent services that meet their needs leading to excellent outcomes for them and their adoptive family. See **appendix 1** for the vision statement.
- 3.14 The vision highlighted a focus on achieving the best outcomes for all London's children in need of an adoptive placement and reducing any current postcode lottery of provision across the capital.
- 3.14.1 *Outcome performance for children and adoptive families.*  
With regards to the current outcome performance, the majority of London boroughs do not achieve the national average waiting time from entry to care to moving in with their adoptive family, and there is wide variation in performance on this metric and the timeline from placement order to matching. Brent's performance however is better than the national average position and was reported to the October 2016 Corporate Parenting Committee.
- 3.14.2 An activity survey carried out in the first phase of the project showed variable practice regarding the use of adopters approved by other agencies (other LA or VAA), and variation in the use of the adoption support fund. These practice differences may influence the placement timelines.
- 3.14.3 Adopter focus groups reinforced the need to improve parity in service provision across London. In particular, they raised concerns that training availability was limited in some areas and there was inconsistent access to adoption support.
- 3.14.4 The performance information gathered for London suggests that there is an opportunity to improve through closer integration.
- 3.14.5 *Cost and efficiency performance*  
For local authorities, the vision cites a need to support cost efficient and effective delivery that enables future flexibility. Figure 3 shows the variation in adoption numbers by borough during 2015-16. This shows that adoption is a very small service within many boroughs, which may result in inefficiencies and may reduce focus on this area within staff training and development.



**Figure 3.** Number of children adopted from care Q1-3 2015/16, ALB data set (unrounded)

3.14.6 There is also significant variation in cost per adoption, which partially relates to the efficiency aspects described above, but also reflects savings opportunities. An economic analysis during the first phase of work estimated the average cost per adoption in local authorities was £58,900, based on submissions from 21 local authorities, compared to an interagency fee average spend of £33,300. This does not include indirect costs, adoption allowances, Adoption Support Fund spend, and third party payments. Further analysis is required to confirm the data and identify which tasks are carried out by local authorities and not by external agencies. This will provide an indication of the window of opportunity for efficiency improvement.

3.14.7 The greatest area of saving potential was identified within staffing, but the potential models are hypothetical and need further testing in the context of the service design. Further analysis is required of local authorities with low cost per adoption and good performance on timeliness and quality to identify whether these achievements are possible to extend to other areas. The London RAA will measure performance against Adoption Leadership Board statistics, data including breakdowns, process efficiency and satisfaction. Proactive tracking and problem solving processes will be a core function of the RAA.

#### **4.0 Development of the Service and Delivery Model**

4.1 The Regionalisation Steering Group considered a number of options for the delivery model. In order to be able to advise Boroughs, ALDCS sought legal advice regarding the proposed London scheme. In addition, there have been two events for elected members, as well as engagement with adopters, prospective adopters, and adopted young people.

## Development of the high level service model

4.2 To create a London Regional Adoption Agency that best meets the needs of children and adopters in line with the expected Government guidance there was a need to consider the types of delivery vehicles and models that would make the difference in improving our specified outcomes. In January 2016, the project team held an options development workshop with LA, VAA and adopter representatives. Participants were provided with information collated from throughout the project engagement to date, and asked to identify the outcomes expected from each aspect of the adoption journey in order to achieve the vision. Groups then identified the commissioning and delivery scale required to achieve the outcomes. A diagram showing the outcomes identified in this workshop can be seen in **appendix 2**.

4.2.1 Options analysis on the delivery model: Building on this service design, the workshop participants were introduced to the potential delivery vehicles and structures. They agreed the desirability and feasibility criteria for scoring these vehicle/ structure combinations. These criteria were agreed by ALDCS.

4.2.2 Delivery vehicles considered: The following delivery vehicles were considered as part of the options appraisal process at either the pan-London level or the creation of multiple regional agencies:

- Single LA hosting on behalf of other LAs
- New LA owned entity
- LA-VAA joint venture
- Outsourcing to existing London VAAs

A summary of the assessment of the individual options can be found in **appendix 3**.

4.2.3 Within the above delivery models, a number of structures were considered:

- Fully centralised: a single London body
- Hub and spoke: central hub for London-wide co-ordination, commissioning and delivery, with sub-regional spokes for delivery and local commissioning under the same organisation.
- Tiered approach: top strategic tier, second strategic/ operational tier, third delivery tier.
- 'As-Is plus': current arrangement with more formalised partnerships.

## 4.3 Recommendation on preferred models

4.3.1 The Regionalisation Steering Group carried out scoring of desirability and feasibility criteria. The group then recommended the following options for further investigation:

- LA trading company delivery model with a strategic VAA partnership operating in a hub and spoke structure (Option 1).
- LA-VAA joint venture operating in a hub and spoke structure (Option 2).



4.3.2 At the March meeting of ALDCS, Directors received a report of stakeholder engagement in respect of the potential delivery models which could form the model for a future regionalised offer. Those preferences, based on guidance from stakeholders including VAAs, were a local authority trading company and a joint venture. Directors supported this recommendation.

## 5.0 Legal advice on the potential delivery models

On the direction of ALDCS, legal advisors were appointed to produce detailed advice on the two preferences.

### Report coverage

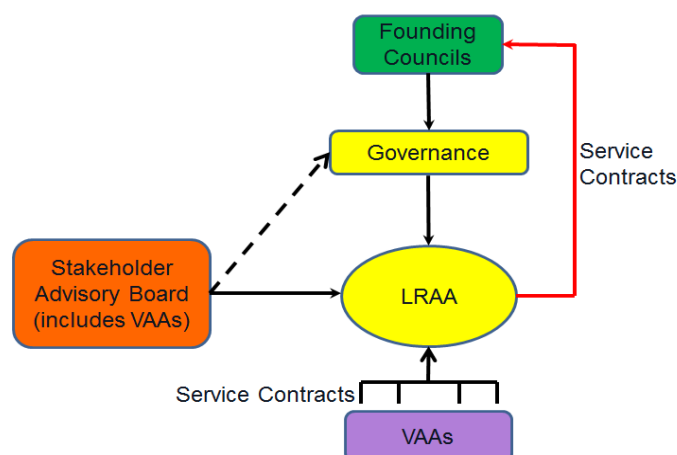
#### 5.1 Statutory duties:

The legal advice report is now complete and covers the following areas for the preferred models:

- Benefits and limitations of VAA involvement in the ownership and/or strategic partnership, with advice on the joint venture options.
- Governance implications with regard to the need for accountability to the LAs responsible for the child.
- Legal entities that would be appropriate for securing the optimum balance with non-statutory organisations.
- Income and tax implications of the models, including VAT treatment and the ability to trade with other regional agencies.
- Procurement implications of these models, with reference to Teckal exemption.
- Implications for registered charities including charitable assets and income.
- Potential staff transfer implications.

### Recommended model

5.2 The report received from the legal advisors recommends that the Agency would be a not-for-profit community benefit society which is jointly owned by all of the LAs (Option 1) who wish to participate in the project from the outset (Founding Councils). The figure below shows the structure of the recommended model.



**Figure 4.** A multi-LA owned corporate entity working in partnership with VAAs to deliver adoption services

- 5.3 The Founding Councils' involvement in the Agency would be governed by a Members' Agreement. The Agency would be managed by a board of directors including officers of the Founding Councils, with places reserved for elected VAAs, and potential for other service user or stakeholder involvement. This model is quicker and cheaper to set up, and retains close VAA partnership working.
- 5.4 Further details on the distinctions between the two models can be seen in **appendix 4**.

## **6.0 Engagement and Consultation**

### London-level member engagement

- 6.1 As set out in paragraph 1.4 above there have been a number of methods for ensuring Member engagement with the regionalisation process. In July 2015, London Councils published a Member Briefing<sup>6</sup> on the Department's regionalisation policy platform and informed members that ALDCS had submitted an Expression of Interest. This was followed by a report to London Councils' Executive in October 2015 setting out regionalisation project in high level terms and seeking Executive's in principle support, which was agreed.
- 6.2 In November 2015, a London Councils Lead Member Event<sup>7</sup> was hosted by the project team. The feedback from members subsequently informed the project vision and detailed project plan. In July 2016, a further London Councils Lead Member Event was held to share the initial options analysis and the report on legal implications of the potential models.

### Other stakeholder engagement

- 6.3 The Project Development Group has engaged with voluntary adoption agencies, adopters and prospective adopters, and children and young people during the development of the recommendations. A list of these engagement sessions can be found in **appendix 5**.

## **7.0 Alternatives to joining the London regional adoption arrangements**

- 7.1 The government requires all local authorities to join a regional agency by 2020 and this is now established in the Education and Adoption Act 2016. An option to take no action is not an available choice.
- 7.2 Alternatives to the London option would be to join another developing regional agency or create a new model. Other developing regional agencies have not been developed with the involvement of London boroughs. No other regional

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<sup>6</sup> <http://www.londoncouncils.gov.uk/members-area/member-briefings/children-and-young-people-member-briefing/regionalising-adoption>

<sup>7</sup> Reforming Adoption in London. Nov 6<sup>th</sup> 2015.

agencies have proposed a model linked to the governance of London local authorities. The London model is being developed with the complexity of the borough and provider landscape in mind. Many of the models being developed in other regions e.g. single LA host, would not be appropriate to meet this complexity of need.

- 7.3 Any new agency being developed would have the same timescale requirements and would need to access development funding independently. ALDCS identified that using existing arrangements (e.g. consortia) would not remove the performance and service variation across London and most current consortia regions would not achieve the DfE aims for scale. A sub-divided London would lose the benefit of the wider pool of adopters and the standardisation of service offering
- 7.4 Given the policy drive from the Government and examples of good joint working in other areas of children's services, an RAA as described in this paper is considered to be the only viable option at present.

### Risk Management

- 7.5 The London Regional Adoption Project carries out risk assessments throughout the project with escalation via the Regionalisation Steering Group and ALDCS. The project plan includes expert advice on transition planning and change management. DfE funding to enable the implementation of the model is dependent on borough sign up.
- 7.6 Brent staff have been and will be involved in shaping the development of the new agency. The project team will work closely with staff from all founding councils to identify, mitigate and manage any risk. The final model design will be subject to consultation.

If the London Regional Adoption Agency does not progress there is a risk that Brent could be instructed to join another Regional Adoption Agency, and may have to join an RAA that it has not been part of developing.

The greatest risk to Brent lies in the potential that significant performance improvements made in the last 3 years are adversely affected by these planned structural reforms. It will be imperative that Brent staff are closely involved in the development of the model to ensure it meets the needs of our Looked After Children.

### **8.0 Financial Implications**

- 8.1 Brent will need to review and approve a detailed business case before the LRAA is set up. A financial review of the arrangements is being carried out by Alma Economics. Set up costs are not yet known, the DfE have a start-up fund for RAA's, but there remains a risk that founding councils will have to contribute financially.

- 8.2 The efficiencies achieved by creating the LRAA should deliver a planned saving for Brent, however this will be delayed if the LRAA is not implemented until September 2017.

## **9.0 Legal Implications**

- 9.1 Cabinet is asked to support Brent joining in the development of a London Regional Adoption Agency which aims to improve adoption services, and deliver all adopter recruitment, matching and support functions for all of the London Boroughs.
- 9.2 A legislative framework for the regionalisation of adoption services came into existence through the Education and Adoption Act 2016 (the Act) on 16th March 2016. The Council is required to join a regional adoption agency or can be forced by the Secretary of State do so.
- 9.3 The Council has anticipated the implementation of the Act. It joined the Regional Adoption Agency Project for London. All London Boroughs and 10 Voluntary Adoption Agencies are included, and the continued involvement in the London RAA will best ensure an effective pan-London service. The approval of Cabinet is required to enable the Council to participate in negotiations about the delivery model for the adoption services through the London Regional Adoption Agency.

## **10.0 Diversity Implications**

- 10.1 Adopters and children accessing adoption services within Brent and staff working within the current Looked After Children and Permanency Service have a range of protected characteristics under the 2010 Equalities Act. Business and implementation plans for a new service model will require a full equalities impact assessment, covering implications for both existing service users and staff employed within the services. This will help to demonstrate that the new approach represents the best option to meet diverse needs.
- 10.2 Accepting the recommendations will contribute to the Council's objectives to improve the wellbeing of children in the Borough, reduce inequalities and ensure Looked After Children have the best opportunities to transition to a secure family environment permanently, where they are not able to return to their own family.
- 10.3 The London Regional Adoption Agency plans to improve collaboration with universal services for adopted children and their families through the development of the collective voice and through the increased scale of commissioning. This will support safeguarding links with universal services.

## **11.0 Staffing/Accommodation Implications**

- 11.1 Adoption staff have been consulted on the proposal, which will affect a number of roles within the Children and Young People's Directorate. The London Regional Adoption Agency model recognises the need for local links with

children and families, alongside a central team. As the model is developed staff will continue to be consulted. The final model is likely to involve some current staff being transferred over to the London Team via TUPE.

### **Appendices:**

1. Regionalising Adoption: A vision for London Councils (ALDCS, November 2015).
2. Adoption journey outcome summary (Jan 2016)
3. Assessment of potential delivery models (ALDCS, March 2016, London Adoption Regionalisation – Project Update – Section 2).
4. Summary of legal advice on two preferred models; ALDCS (May 2016) London Adoption Regionalisation – Project Update
5. Engagement tracker (as at 1st June 2016); ALDCS (July 2016) London Adoption Regionalisation – Project Update

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## Regionalising Adoption Vision for London

### Background

The DfE paper *Regionalising Adoption* proposes the move to regional adoption agencies in order to speed up matching, improve adopter recruitment and adoption support, reduce costs, and improve the life chances of London's most vulnerable children. London is committed to ensuring that regionalisation delivers the best, most timely outcomes and experiences for both children and adopters.

This paper sets out the vision for London based on extensive consultation.

### Vision

**Our vision is to ensure that all London's children who require adoptive families receive excellent services that meet their needs leading to excellent outcomes for them and their adoptive family.**

**For children** where adoption is the best option, we will:

- Ensure that the child and the child's journey is foremost in the new service design.
- Maximise the opportunity to find a loving family as quickly as possible.
- Provide support from the start of their journey through to adulthood, with a proactive and flexible offer to meet their educational, health and emotional needs.
- Involve children and young people in the development of the regionalised service.

**For prospective adopters and adopters**, we will:

- Provide clear, realistic and welcoming communication from first enquiry to post-adoption.
- Ensure that they are equipped to meet their children's current and future needs through high quality training and guidance.
- Deliver evidence-based assessment and approval processes within a consistent timeframe.
- Reduce time taken from approval to matching.
- Provide consistent post-adoption support across the region.
- Increase the diversity of adoptive parents.
- Engage with potential adopters and adoptive parents in the design of the regionalised service.

**For birth parents** of children being adopted, we will:

- Provide consistent access to support throughout London e.g. counselling and contact.

**For local authorities (LAs), we will:**

- Share learning across the region, and between the local authority and voluntary sector.
- Achieve savings and cost efficiencies, making the best use of public money.
- Match the supply of adopters to the children awaiting adoption across the region.
- Minimise complexity and ensure that barriers are not created between organisations.
- Be adaptable and responsive to manage future changes e.g. demand, legislation.
- Develop a model that allows flexibility in the level of service for individual LAs.
- Engage with universal services to enable consistent provision of adoption support.
- Identify opportunities for regionalised services to support other routes to permanence.
- Involve practitioners working in adoption services in the development of the model.
- Engage with VAAs and ASAs throughout the development of the regionalised model.

**For voluntary adoption agencies (VAAs) and adoption support agencies (ASAs), we will:**

- Create an organisation that recognises and utilises the expertise within the voluntary sector.
- Recognise and respond to demand and funding challenges in the voluntary sector.
- Engage with VAAs, ASAs and LAs throughout the development of the regionalised service.

### **Key Design Criteria of model**

- Child-centred, focussed on achieving the best outcomes for all London's children in need of an adoptive placement.
- Pan-London solution ensuring sufficient numbers of children and reducing any "postcode lottery" of provision across the capital and improving support for adopters.
- Regional focus on capacity and sufficiency ensuring equality of provision.
- Effective and high quality delivery of all statutory duties in relation to adoption and adoption support across London, utilising "Freedoms and Flexibilities" available to local authorities enshrined in amendments to the Children and Young Persons Act 2008.

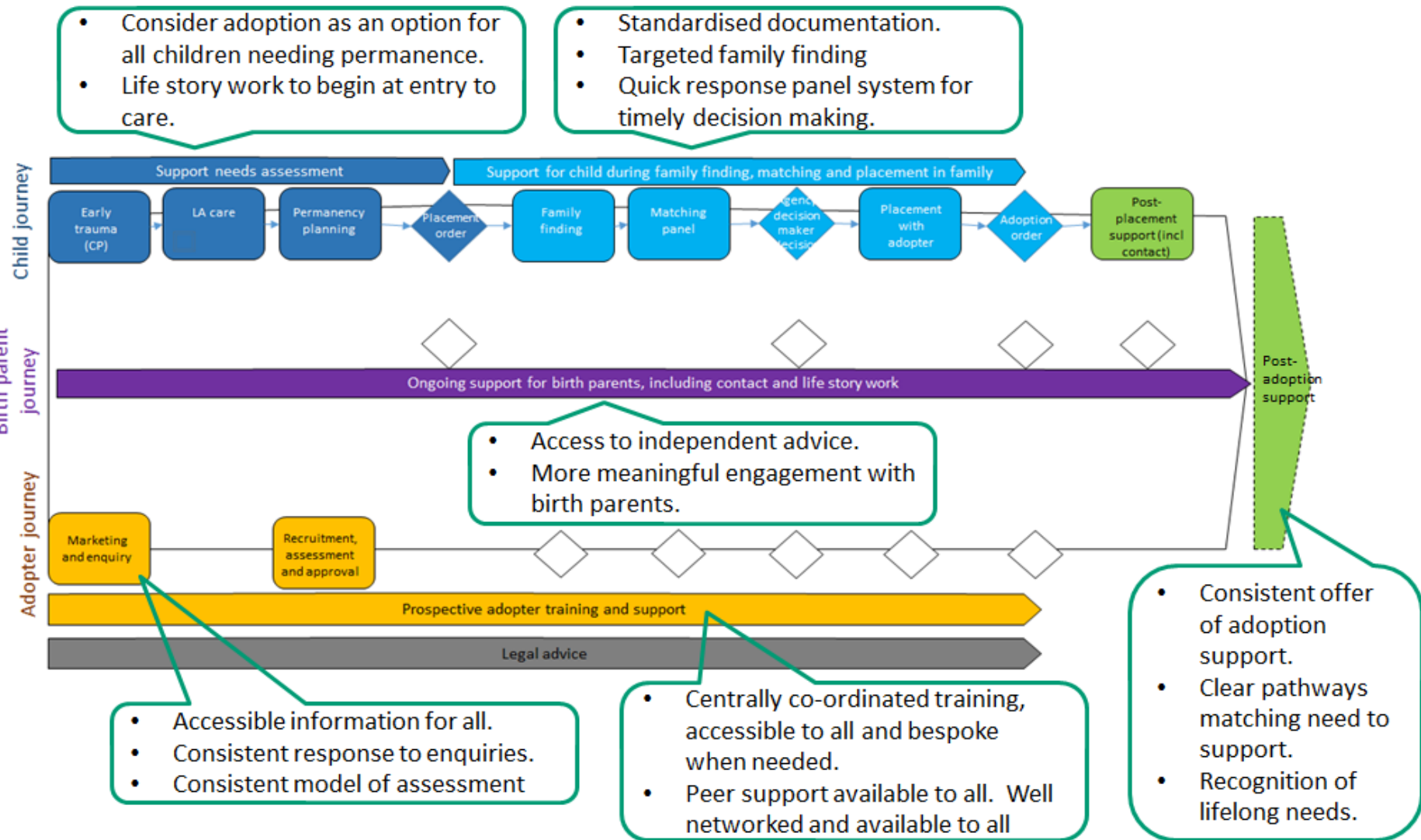
- Creates an ability to work flexibly around a new London offer.
- Encompasses aspects of other permanency options into the future.
- Commits to close collaboration between all stakeholders.
- Considers the options for pooling resources and sharing responsibilities, including the legal functions currently performed by individual boroughs.
- Maintains and builds a clear relationship with London boroughs who remain responsible for the journey of the child.
- Works closely with VAA partners.
- A cost efficient and effective delivery approach enabling local authorities to deliver significant cost savings in adoption services whilst maintain high quality provision to children and families.
- The majority of funding for the regionalised model will go towards direct work to increase stable, secure, adoptive families for London's children.

### **Governance**

Partners will work together under the strategic leadership of ALDCS, LAB as the multi-agency responsible body, and an executive steering group made up of representatives from LAs, VAAs and London Councils.



Appendix 2 – Adoption journey outcome summary



*Appendix 3 – Assessment of potential delivery models (ALDCS, March 2016, London Adoption Regionalisation – Project Update – Section 2).*

Preferred Delivery Models

The Regionalisation Steering Group meeting held on 24<sup>th</sup> February 2016 used scoring of the models and information collected throughout the phase to drive a discussion on the preferred models. The models were considered as combinations of delivery model (entity type) and structure (organisational configuration).

1. Delivery Models

The following delivery models were considered as part of the options appraisal process:

Model	Key points
<b>Single LA hosting on behalf of other LAs</b>	Steering group agreed that this option was not viable due to: <ul style="list-style-type: none"> <li><input type="checkbox"/> Scale and complexity is too large for a single LA to manage.</li> <li><input type="checkbox"/> Organisational culture would be strongly influenced by the individual LA identified.</li> <li><input type="checkbox"/> Likelihood of limiting membership of some LAs for political and geographical reasons.</li> </ul>
<b>LATC – a new LA owned entity</b>	The steering group agreed that this model should be explored further. Key areas of discussion included: <ul style="list-style-type: none"> <li><input type="checkbox"/> Potential for strategic partnership with VAAs in a new LA-owned entity.</li> <li><input type="checkbox"/> Lower procurement risk in this model.</li> </ul>
<b>LA-VAA joint venture</b>	The steering group agreed that this model should be explored further. Key areas of discussion included: <ul style="list-style-type: none"> <li><input type="checkbox"/> VAAs would prefer to be around the table.</li> <li><input type="checkbox"/> The commissioning income stream is vital to VAAs.</li> <li><input type="checkbox"/> Greater potential for competition and income generation.</li> </ul>
<b>Outsource to existing London VAA</b>	This was eliminated prior to scoring as VAAs attending stakeholder forum identified significant concerns with this model as indicated in the single LA host commentary.

2. Structures

Within the above delivery models, a number of structures were considered:

Structure	Key points
<b>Fully centralised:</b> single London body	Steering group agreed that this option was not viable due to: <ul style="list-style-type: none"> <li><input type="checkbox"/> Inability to deliver the adoption journey as mapped</li> <li><input type="checkbox"/> Reduces benefit of local knowledge and relationships.</li> </ul>

<p><b>Hub and spoke:</b> Central hub for London-wide co-ordination, commissioning, and delivery. Sub-regional spokes for delivery and local commissioning under the same organisation (not necessarily using current consortia).</p>	<p>Steering group agreed preference for this structure. Key points of discussion were:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Local enough to maintain relationship with child and adopter at centre.</li> <li><input type="checkbox"/> Good balance of delivery at scale while retaining clear organisational structure.</li> <li><input type="checkbox"/> Configuration flexibility – elements to be commissioned or delivered in hubs or spokes</li> <li><input type="checkbox"/> Long term contract options for providers servicing spokes.</li> </ul>
<p><b>Tiered approach:</b> top strategic tier, second strategic/ operational tier,</p>	<p>Steering group agreed that this option was not viable due to:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Similarity to current arrangements likely to lead to continuation of postcode lottery.</li> <li><input type="checkbox"/> Additional tiers adding complexity to management and funding arrangements.</li> </ul>
<p><b>As-Is+:</b> current arrangement with more formalised partnerships</p>	<p>This was eliminated prior to scoring as DfE learning events identified that this would be viewed as insufficient change.</p>

### 3. Recommendation

The steering group recommends the following preferred models for further investigation with regards to their governance, legal implications, procurement and financial implications:

- LA trading company delivery model with a strategic VAA partnership operating in a hub and spoke structure
- LA-VAA joint venture operating in a hub and spoke structure.

*Appendix 4 – Summary of legal advice on two preferred models; ALDCS (May 2016) London Adoption Regionalisation – Project Update*

3. Legal advice on the potential models

3.1 Introduction

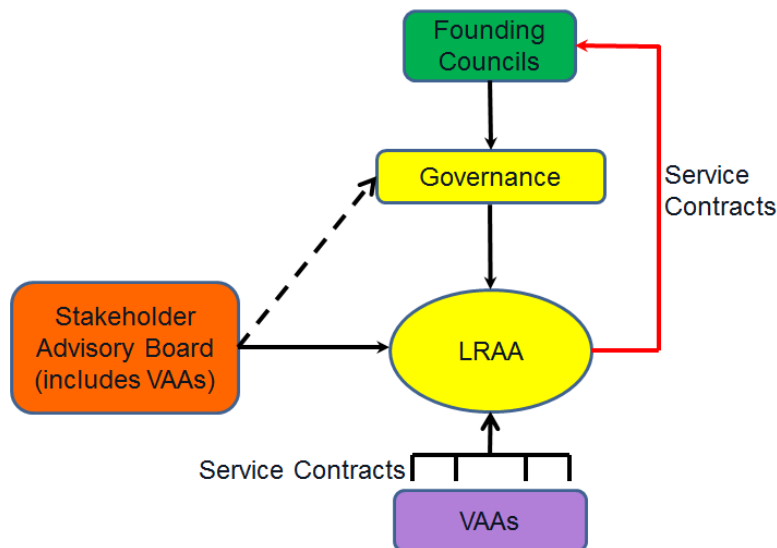
At the March meeting of ALDCS, Directors received a report of stakeholder engagement in respect of the potential legal entities which could form the model for a future regionalised offer. On the direction of ALDCS, legal advisors were appointed to produce detailed advice on the two preferences which Directors supported. Those preferences, based on guidance from stakeholders including VAAs, were a local authority trading company (Option 1) and a joint venture (Option 2).

The report has now been completed and covers the following areas for the preferred models:

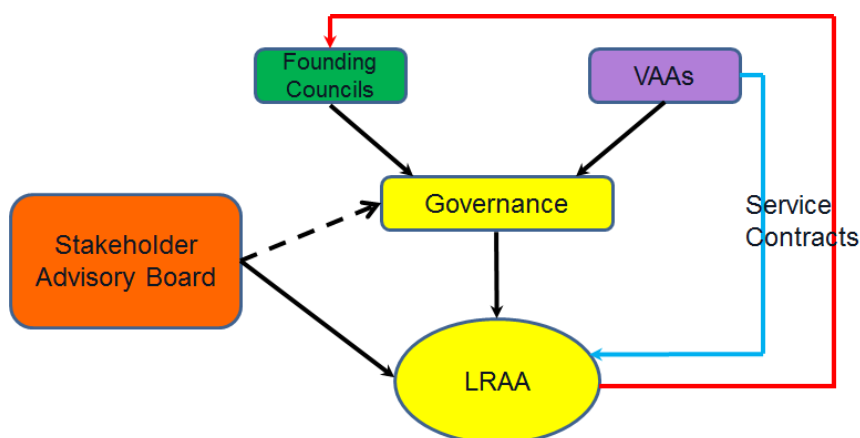
- Benefits and limitations of VAA involvement in the ownership and/or strategic partnership, with advice on the joint venture options and whether joint venture partners would need to be procured.
- Governance implications with regard to the need for accountability to the LAs responsible for the child.
- Legal entities that would be appropriate for securing the optimum balance with non-statutory organisations within these models.
- Income and tax implications of the models, including VAT treatment and the ability to trade with other regional agencies.
- Procurement implications of these models, particularly with reference to Teckal exemption.
- Implications for registered charities including charitable assets and income.
- Potential staff transfer implications.

3.2 Structure of the two options

Option 1 – the development of a multi-LA owned corporate entity working in partnership with VAAs to deliver adoption services



Option 2 – the development of a corporate entity involving both the LAs and VAAs as members/ shareholders to deliver adoption services



### 3.3 Comparison of the two options

The key comparison points of the two options are shown in the table below:

	Option 1 – LA owned	Option 2 – Joint venture
Governance	<ul style="list-style-type: none"> <li><input type="checkbox"/> Teckal company – can be set up from day one.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Joint venture would need to run procurement to identify VAA owner-partners.</li> </ul>
Role of VAAs	<ul style="list-style-type: none"> <li><input type="checkbox"/> Role on advisory board, as well as directorships reserved for VAAs.</li> <li><input type="checkbox"/> Service contracts.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Full role in governance structure.</li> </ul>
Procurement	<ul style="list-style-type: none"> <li><input type="checkbox"/> Teckal exemption would apply as Agency would be wholly owned and controlled by the Founding Councils and will carry out the majority (&gt;80%) of its work for those Founding Councils.</li> <li><input type="checkbox"/> The Agency could use a restricted procurement procedure to establish a framework for VAAs for service contracts.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> VAAs are private sector for procurement purposes, and so cannot rely on Teckal.</li> <li><input type="checkbox"/> Competitive dialogue would be needed to establish terms of governance and award of service contracts. A larger exercise could prevent some smaller VAAs from taking part.</li> </ul>
Tax	<ul style="list-style-type: none"> <li><input type="checkbox"/> Should be capable of satisfying HMRC’s requirement for ‘mutual trade’ status, meaning there would be no corporation tax on surpluses.</li> <li><input type="checkbox"/> Service supplies by the Agency to LAs would be VAT exempt. This means that irrecoverable VAT would be incurred by the LRAA.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Application of mutual trade exemption would be problematic due to the lack of a trade with the VAAs. Therefore, unless the Agency had charitable status, it would need to include provision in its business plan for payment of corporation tax.</li> </ul>

Pensions	<input type="checkbox"/> May be considered a Designated Body if the 'connected with' test is met.	<input type="checkbox"/> Less certainty of the 'connected with' test being met to gain Designated Body status. <input type="checkbox"/> A number of VAAs operate occupational salary-related pension arrangements, subject to regulatory oversight by the Pensions Regulator.
Other		<input type="checkbox"/> VAA constitutions would need to be reviewed. A number of VAAs would need to satisfy themselves that participation in the Agency is consistent with their charitable objects.

### 3.4 Notes relevant to both options

- Legal form – It is recommended that the Agency would be a not-for-profit community benefit society. At this stage, it is suggested that the Agency is not established as a charity. As a community benefit society, it should be possible to achieve charitable status in the future by adopting charitable objects.
- Governance – It is recommended that member of the Agency collectively elect the board of management of the Agency. This allows members to retain the ultimate control of the board, but also permits a smaller, more focused board that has the best suited individuals on it. A board size of 8-12 is suggested, with the majority of board members elected from candidates drawn from participating LAs.
- Staff – TUPE would apply where any services currently delivered by the Founding Councils and/ or participating VAAs are transferred to the LRAA. If there are certain functions which can only be provided by an employee of a Local Authority, alternative staffing models including secondment and joint employment or dual employment could be considered.
- Future flexibility – Processes for exit from or entry to the Agency at a later date can be agreed within the Members' Agreement.

### 3.5 Recommended model

The report received from Trowers & Hamlins recommends that the Agency would be a not-for-profit community benefit society which is jointly owned by all of the LAs (Option 1) that wish to participate in the project from the outset (Founding Councils). The Founding Councils' involvement in the Agency would be governed by a Members' Agreement. The Agency would be managed by a board of directors including officers of the Founding Councils, with places reserved for elected VAAs, and potential for other service user or stakeholder involvement.

This model is quicker and cheaper to set up, and retains close VAA partnership working.

### 3.6 VAA feedback on the report

As part of their role on the steering group, VAA representatives have sought the views of the VAA stakeholder group on the legal report. A response has been received raising the following:


- A query on the consideration of Teckal as a key factor in the decision making between an LA owned entity and a joint venture.
- The viability of an option not covered in the report for the creation of an Innovation Partnership.
- Whether it allows continuation of independent VAA sales.

Appendix 5 – Engagement tracker (as at 1<sup>st</sup> June 2016); ALDCS (July 2016) London Adoption Regionalisation – Project Update

Group	Engagement	Dates/Frequency	Coverage for Project Specific Events
<b>Adopters</b>	Regionalisation members/DCS event	Nov	1 + 2 professional
	Regionalisation options development workshop	Jan	1 + 2 professional
	Regionalisation adopter forum I	Jan	19 adopters
	Regionalisation adopter forum II	Mar	26 adopters
	We Are Family: regionalisation discussion	Mar	1 adopter / 5 prospective
	LAB representation	Monthly meeting agenda item	1 LAB adopter rep
<b>Children</b>	Regionalisation drop-in event	Mar	No attendees - new approach needed
	Research and existing reports. We worked with the Coram Adoptables group to identify the experiences and ideas of children and young people. Coram have produced a detailed report focused on the needs of young people and their thoughts on regionalisation	May	Focus group: 8 young people Wider group: 100 young people Desktop research and assimilation of existing studies (studies ranging from 100 – 208 young people)
	Call for other existing research / reports from other organisations	May	Sent to newsletter database of 116
<b>LAs</b>	Regionalisation members DCS / event	Nov	
	QA doc for DCS	Planned - June	
	Regionalisation steering group	Monthly	Consortia–AD representation
	ALDCS meeting	Jan	
	London Adoption Board	Monthly agenda item	
	Regionalisation options development workshop	Jan	65% LAs represented
	Regionalisation panel advisors workshop	Jan	50% LAs represented
	Adoption and Fostering Network meeting attendance	Dec	
	Consortia meetings	4 x Jan, 2 x Feb	All consortia attended
	PAC-UK event: regionalisation presentation	Feb	
	LAB innovation event: regionalisation presentation	Mar	
	Heads of Communications – attendance at monthly meeting requested	TBC - July	

<b>VAA</b> s	Regionalisation members/ DCS event	Nov	
	Regionalisation steering group	Monthly	30% VAAs represented
	Regionalisation VAA stakeholder forum I	Dec	60% VAAs represented
	Regionalisation VAA stakeholder forum II	Jan	100% VAAs represented
	Regionalisation VAA stakeholder forum III	Feb	50% VAAs represented
	Regionalisation ALDCS-led VAA stakeholder forum	Jan	100% VAAs represented
	Regionalisation option development workshop	Jan	70% VAAs represented
	London Adoption Board	Monthly agenda item	
	Consortia meetings	4. x Jan, 2 x Feb	All consortia attended
<b>Elected members</b>	Elected members events	Nov June	
<b>ALL / Additional</b>	Regionalisation Newsletter	Monthly	116 subscribed, 41 % avg open rate
	Workforce Engagement Sessions: panels and all workers in adoption	May and June (9 sessions over 4 days at different venues)	183 invited 68 registered to date 58 attended to date 21 to attend in June  19 follow up surveys received to date



 <b>Brent</b>	<p style="text-align: center;"><b>Cabinet</b> 12 December 2016</p> <p style="text-align: center;"><b>Report from the Strategic Director of Resources</b></p>
<p>For Action* <span style="float: right;">Wards affected: ALL</span></p>	
<p><b>Contract For Provision Of Links To The London Boroughs Of Brent And Lewisham</b></p>	

**Appendix B is “Not for Publication”**

## 1.0 **Summary**

- 1.1 This report concerns provision of voice and data links to the London Boroughs of Brent and Lewisham. The authorities are seeking a single supplier to be responsible for provision of all ICT links between the authorities. The contract for these links will be for 5 years. The service will include installation and maintenance of new links and maintenance of existing links.
- 1.2 The report outlines the mini tender process under Crown Commercial Services Framework RM1045 being operated and requests delegated approval to award a contract in respect of supplying links to both Councils.

## 2.0 **Recommendations**

- 2.1 That Cabinet notes the procurement of a contract for the installation and maintenance of data links using a mini tender process under Crown Commercial Services Framework RM1045 on the basis of the criteria set out in paragraph 3.8 of the report.
- 2.2 That Cabinet delegates authority to award a contract for the installation and maintenance of data links to the Strategic Director of Resources in consultation with the Lead Member for Resources for the reasons detailed in paragraph 3.9 of the report.

### 3.0 Detail

- 3.1 Currently both LB Brent and LB Lewisham have several suppliers with different pricing schedules that provide voice and data links (“Links”) to both authorities. The objective of the procurement is to provide both LB Brent and LB Lewisham with one supplier for Links between the authorities and in so doing to obtain better pricing of such links to give both authorities cost saving in the budgets over a proposed term of five years.
- 3.2 Following a review of procurement options, Officers concluded that the Crown Commercial Services Framework RM1045, Network Services, Lot 1 Data Access Services and Lot 3 Traditional Telephony Services (the “Framework”) offered the best way of procuring Links. A report was submitted to the Commissioning and Procurement Board in August 2016 and this approach was approved. The Chief Legal Officer also confirmed that the use of the Framework for the proposed procurement was legally permissible.
- 3.3 The Framework rules allow a mini-competition across more than 1 lot, and in this situation only the suppliers who appear on both lots are invited. There are 19 suppliers on both Lots 1 and 3 of the Framework, including all of the Councils’ current suppliers.
- 3.4 Using the Framework will enable procurement in a shorter timescale than via a full tender, therefore saving on resources and enabling the generation of savings as soon as possible.
- 3.5 It is anticipated that procurement of a contract using the Framework will achieve savings on current data link costs of between 10% and 20%. In addition to this, there will be savings to both authorities due to the reduction in administration processes and contract management resulting from the channelling of the services through a single supplier.
- 3.6 LB Brent is the host for the ICT Shared Service and therefore LB Brent is leading on the mini-tender under the Framework.
- 3.7 Appendix A contains the Service Specification and Description
- 3.8 Below are details of the procurement including the evaluation criteria required by the Framework:

Ref.	Requirement	Response
(i)	The nature of the service.	Provision of Links to LB Brent and LB Lewisham
(ii)	The estimated value.	£3.0m over 5 years (£675k for services to LB Brent and £2,325k for services to LB Lewisham)
(iii)	The contract term.	Five Years (together with a mobilisation period of approximately 3 months)
(iv)	The tender procedure adopted.	Further competition exercise from CCS Framework RM1045 Network Services, Lot 1 Data Access Services and Lot 3 Traditional Telephony Services.

Ref.	Requirement	Response	
v)	The procurement timetable.	Stage in procurement	Indicative dates:
		Mini-competition invitation to tender	2 <sup>nd</sup> November 2016
		Deadline for tender submissions	18 <sup>th</sup> November 2016 (2 pm)
		Panel evaluation and supplier selection	November / December 2016
		Contract Award	December 2016
		Contract Mobilisation	January 2017
		Contract start date	January 2017
(vi)	The evaluation criteria and process.	<p>Tenders as part of the mini-competition under the Framework will be evaluated by officers from Digital Services and Procurement. The panel will evaluate the mini-competition tenders against the following criteria:</p> <p>Price: 75%</p> <p>Quality Criteria: 25%</p> <p>Consisting of:</p> <p>Delivery Date and Delivery Period: 10%</p> <p>Service (Service levels and service credits): 10%</p> <p>Transition: 5%</p> <p>The Framework rules allow use of a limited set of quality criteria, and the above are in accordance with those rules.</p>	
(vii)	Any business risks associated with entering the contract.	No specific business risks are considered to be associated with entering into the proposed contract.	
(viii)	The Council's Best Value duties.	The council has a duty to make arrangements to secure continuous improvements in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. This procurement will assist the council in fulfilling this duty.	
(ix)	Consideration of Public Services (Social Value) Act	Not applicable	

Ref.	Requirement	Response
	2012	
(x)	Any staffing implications, including TUPE and pensions.	See Section .7.0
(xi)	The relevant financial, legal and other considerations.	See sections 4.0 and 5.0 below.

3.9 Given the estimated value of the proposed contract for Links, Cabinet approval to award the contract is required. However, timescales for this procurement are very tight. LB Lewisham's contract expires on 1<sup>st</sup> April 2017. If LB Lewisham do not cancel the contract with their current provider it will roll over for another year from 1<sup>st</sup> April. It is therefore essential that a new contract is in place at least 3 months prior to LB Lewisham's contract expiry date to enable LB Lewisham to cancel their existing contract and ensure the new contractor has sufficient time to mobilise in order to deliver services from the expiry of LB Lewisham's existing contract. Given mini-tenders are unlikely to have been fully evaluated by the Cabinet meeting in December, delegated approval is sought to permit the Strategic Director of Resources in consultation with the Lead Member for Resources to award the contract for Links

#### 4.0 **Financial Implications**

4.1 The estimated value of this service contract is £3.0m or £600k per annum. Brent's share of this is £135k per annum and Lewisham's is £465k per annum. The reason for the difference in the size of the shares is that Lewisham has significantly more lines than Brent. Any savings Brent makes will be used to deliver existing savings targets.

4.2 It is anticipated that the cost of this contract will be funded from existing resources within both authorities' budgets. Details of this are held in the 'Restricted' section at Appendix B because they may affect the bidding process.

4.3 This Tender should bring considerable savings to both authorities by going out together for all existing links, a better pricing structure from one supplier will be realised. However, clearly, Lewisham would benefit greater than Brent due to the size of their existing contract.

#### 5.0 **Legal Implications**

5.1 The estimated value of this contract over its lifetime is higher than the EU threshold for Services and Supplies and therefore the contract for Links must be procured in accordance with the Public Contracts Regulations 2015 (the "EU Regulations"). The Links contract is being procured using a framework established pursuant to the EU Regulations and in accordance with Contract Standing Order 86(e)(ii), the Chief Legal Officer has confirmed that the procurement under the Framework is legally permissible and in accordance with EU Regulations.

5.2 Whilst Contract Standing Orders permit Officers to commence a mini-competition under a framework, the award of any contract is subject to the Council's usual Standing Order requirements in respect of High Value contracts and Financial Regulations. As a result Cabinet approval is required for any award. For the reasons detailed in paragraph 3.9 however, approval is sought to delegate the award of the Links contract to the Strategic Director of Resources in consultation with the Lead Member for Resources.

## **6.0 Diversity Implications**

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

## **7.0 Staffing/Accommodation Implications**

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

7.2 There are no property / accommodation implications arising from the procurement

## **8.0 Background Papers**

8.1 None.

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ALTHEA LODERICK  
Strategic Director, Resources

## **LB Brent and LB Lewisham Links Specification and Service Description**

Both authorities require bidders to tender for all ICT links so that a single supplier ends up responsible for provision of service.

The contract for these links will be for 5 years.

The appointed provider will be required to deliver and manage all of the listed links from **1<sup>st</sup> April 2017**, and Potential Providers should make their best offer for doing so. This may require novation or sub-contracting to existing suppliers.

The main purpose of the service expected, will be to novate, maintain, repair, replace or install new, and decommission Links provided to both Authorities.

### **Existing links in both authorities**

Both Councils currently have links leased with many suppliers. The intention is that one supplier will manage all these links.

Potential providers should tender their best offer to deliver all links both Councils currently have through a single contract. These are listed in the Pricing Document D, but further links may be identified during the contract period. If links are still in contract with other suppliers the bidders will be expected to either cover any early novation fees or negotiate with the existing supplier and include them in their bid. The pricing should be itemised so that we are able to know what the cost of providing/terminating/novating each link is. Bidders should also take responsibility for the relationship with the authorities existing suppliers.

Many of the existing links are old and speeds are slow, bidders may wish to add pricing for upgrading those links which would benefit the authority's services using these links.

### **New links**

During the life of the contract both Councils may wish to procure additional links (new sites). Bidders should include pricing tariff for new links and moves of end shifts of existing links as indicated in the pricing schedule. Any new installations will be required to be completed in a timely manner.

The Provider will be expected to work with the Authority to plan, design and implement any new links.

Both Authorities will be responsible for ensuring that all new links are procured under the new single supplier and do not propose to use other suppliers.

Any new links will be procured for the duration of the time left on the contract, however Councils may also need to terminate some links and do not expect to pay any penalties for early termination. This includes any new links that may have been added.

### **Termination of links**

Both Authorities will only terminate on the basis of a discontinued need, and will not terminate in order to change to an alternative supplier.

The successful supplier will be expected to monitor links and work with the Authorities to be proactive and make recommendations to suspend or terminate any dormant or unused links.

### **Suspension of links**

Both authorities should be allowed to suspend a link service, if they believe that it is no longer being used.

### **Upgrades of links**

The Authorities may require links to be upgraded during the term of the contract. If a link is upgraded there must be no additional costs over and above the cost of the new upgraded service, and charges for terminating the previous service must not be made. The successful supplier will be expected to monitor links and be proactive and make recommendations to the Authorities for links they deem needing an upgrade.

### **Reconnection of links**

The Authorities may require links that have been terminated during the term of the contract to be reconnected.

### **Revision**

Service reviews will be required.

### **Billing**

Quarterly billing will be expected

### **Management Information**

Reports should be produced quarterly to accompany the quarterly billing. This will be required for each authority.

Additional reports to be provided monthly, quarterly and "Year to Date", and on an ad-hoc basis as reasonably required by each Authority

### **Current providers that bidders will be expected to work with, for transfer of all links:**

BT

Opal (via Talk Talk)

Talk Talk

Daisy

Azzurri (including NTL, Virgin, BT, Tiscali)

Gamma (SIP Trunks) via Azzurri

Vitesse via Logicalis

02 (Mobex) via Fleet Communications

NTL

Virgin

## **The Service**

The primary contact liaison for both authorities will be the Host, LB Brent, which is the **ICT Shared Service provider**.

The ICT Shared Service will have lead responsibility for taking calls relating to incidents or issues from users in the authorities, and the Links Supplier will have lead responsibility for proactively

monitoring and maintaining the VOIP, SIP trunk, Data and Voice Links. In the event of a link failure, the service provider will be expected to work with the ICT Shared Service to implement appropriate business continuity measures to ensure the impact to the Authorities services is minimised.

The supplier will be expected to pro-actively monitor to predict future capacity requirements, quickly identify faults, recommend steps to ensure optimal performance and communicate efficiently with the ICT Shared Service. A requirement will be to analyse links performance and capacity to identify trends and advise on corrective action.

The Authorities' expectation is that links patches, or links planned maintenance and configuration changes etc. that impact the service availability or performance, will be carried out within agreed time slots at no additional cost to the Authorities.

The Authority will expect Links to have 99.99% 24 x 7 x 365 availability.

The service will incorporate an ITIL or comparative compliant service support including incident, problem, configuration, change and release management processes. This should include an asset record of links and should be maintained and updated via Configuration Management process.

The Service Provider will be expected to publish a clear and easily available escalation process that can be followed by the ICT Shared Service.

The Authorities will ensure that the provider has site access when necessary, and will maintain controlled access to Comms room and record of visits undertaken.


The Supplier will need to ensure that the Authorities are protected from all security threats that would degrade or affect the Links services.



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

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 <b>Brent</b>	<b>Cabinet</b> 12 December 2016 <b>Report from the Strategic Director, Regeneration and Environment</b>
Wards affected: ALL	
<b>Air Quality Action Plan</b>	

## 1.0 Summary

- 1.1 Air quality in Brent is poor and requires further intervention to reduce levels of two key air pollutants known to be harmful to health -Nitrogen Dioxide (NO<sub>2</sub>) and Particulate Matter (PM<sub>10</sub>). The draft Air Quality Action Plan (2017 – 2022) outlines measures for local air quality improvement.
- 1.2 The purpose of this report is to seek approval regarding proposed air quality action.

## 2.0 Recommendations

- 2.1 Note the Draft Air Quality Action Plan.
- 2.2 Agree the draft action plan can be issued for public consultation.

## 3.0 Air Quality Action Planning Background

- 3.1 The Mayor of London has made a commitment to improving air quality and making this a very high priority. The Mayor is currently consulting on air quality action measures such as a pollution surcharge and an extension of the ultra-low emission zone which are likely to impact air quality in Brent. The Mayor will publish his strategy for air quality improvement later this year which is also likely to influence local air quality action.
- 3.2 It is envisaged that the Mayor will require Brent Council to report annually on progress and review the plan every 5 years.

- 3.4 The council has been monitoring levels of NO<sub>2</sub> and PM<sub>10</sub> in the Brent since 2001 and it is encouraging that levels are decreasing. Air quality in the borough still requires improvement.
- 3.5 The most significant source of air pollution is from road vehicles. As a result many of the air quality action plan measures proposed relate to reducing or limiting car use. The second most significant source is local power generation, and the council can directly control emissions from boilers and heat generating plant by requiring developers to install boilers of the highest specification using planning controls. The council will also include in the action plan measures which demonstrate the impacts of our control of specific source so pollution such as polluting industrial processed and plant used on construction sites.
- 3.6 No new additional areas exceeded the air quality standards for NO<sub>2</sub> and PM<sub>10</sub> and therefore the air quality management area (AQMA) boundary remains unchanged. The draft plan contains 24 actions divided into the following topic areas as outlined below:
- Emissions from developments and buildings
  - Public health and awareness raising
  - Delivery servicing and freight
  - Borough fleet actions
  - Localised solutions
  - Cleaner transport

#### **4.0 Aims of the Air Quality Action Plan**

- 4.1 The whole AQMA will be subject to air quality action. In addition, the council has identified four Air Quality Action Areas (AQAA) as hotspots requiring targeted action. These AQAA incorporate one or more of the GLA focus areas and are:

AQAA 1: Neasden Town Centre  
AQAA 2: Church End  
AQAA 3: Kilburn Regeneration Area  
AQAA 4: Wembley and Tokyngton

- 4.2 The council may consider air quality impacts holistically in these areas and where feasible consider a scheme-based approach, such as the provision of a Low Emission Neighbourhood, to realise the greatest possible air quality benefit. This may mean planning for air quality action over the medium and long term in these areas.
- 4.3 All local authorities are legally required to work towards achieving the air quality objectives. A new regime, the London Local Air Quality Management

(LLAQM) system, came into effect in May 2016 which updates the previous national statutory framework.

- 4.4 The council must demonstrate what action will be taken to tackle local air pollution, detail timescales for action and be able to quantify the impact of actions. Failure to comply with the LLAQM will have reputational implications and the Mayor can intervene to secure compliance where necessary. This is likely to have significant reputational implications for the council.
- 4.5 The draft air quality action plan must be subject to public consultation. The council will be committed to ensuring that outreach consultation work in the 4 areas will be specific focal points for the action plan. Feedback received from the public and other stakeholders will be used to finalise the action plan. The consultation of the draft plan will commence early mid-December and end January 2017. This will also coincide with the Mayor's consultation and will enable the council to consider the outcomes in the final draft of the Brent AQAP.
- 4.6 In addition, the council will build on work already started to engage all residents in the borough in air quality action and details will be outlined in a consultation plan to accompany the air quality action plan.

## **5.0 Financial Implications**

- 5.1 Costs associated with delivering the required opportunities for air quality actions in the priority Air Quality Action Areas have not yet been quantified. Further reports will be submitted on the individual areas as planning for air quality action over the medium and long term in these is progressed.
- 5.2 The Air Quality Action plan is anticipated to be delivered within existing budgets. However, subject to complying with the LLAQM criteria, the council can also apply for funding for air quality projects from the Mayors Air Quality Fund, which will be subject to availability.
- 5.3 Any requests for additional funding, or savings arising out of its implementation, will be managed through the normal budgeting process.

## **6.0 Legal Implications**

- 6.1 The council is required by the Environment Act 1995 to undertake periodic reviews of current and likely future air quality and to comply with the London Local Air Quality Management Regime. The council must designate as an air quality management area any part of its area where air quality standards or objectives are not being achieved or are not likely to be achieved within prescribed periods. A plan must be prepared for the designated areas, and consultation must be undertaken in respect of the plan in accordance with the requirements of the Act.

## **7.0 Equality Implications**

7.1 None. Any action outlined in the AQAP should improve air quality for the benefit of all residents and workers in Brent.

## **8.0 Staffing/Accommodation Implications (if appropriate)**

8.1 None

## **Background Papers**

None

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## **AMAR DAVE**

**Strategic Director of Regeneration and Environmental Services**

London Borough of Brent  
Air Quality Action Plan 2017 - 2022

**Contents**

1 Foreword ..... 2

2 Introduction ..... 3

    Current Air Quality in Brent ..... 3

3 Brent - A Cleaner Air Borough ..... 4

4 Planning for Air Quality Action ..... 4

    Brent AQAP: What’s new? ..... 4

    Air Quality Action Areas ..... 4

    Revised Action Plan Measures ..... 6

    Emissions from Developments and Buildings ..... 6

    Public Health and Community Engagement: ..... 6

    Exposure Reduction Measures ..... 7

    Delivery Servicing and Freight: ..... 7

    Cleaner Transport: ..... 7

    Appendix 1: Rationale for selection of AQAA ..... 10

    Appendix 2: AQAP Actions ..... 12

# 1 Foreword

## **A Breath of Fresh Air – the new action plan for air quality improvement in Brent**

Brent council acknowledges the impact of poor air quality on health and the need for action to reduce or eliminate air pollution where possible. In Brent it is estimated that 200 premature deaths occur each year which are directly attributable to air pollution as well as further unquantified premature deaths where air quality is a factor. We accept air quality in Brent is poor and recognise significant intervention is required to improve local air quality for all. We have made some progress but accept that further work is needed to meet this challenge. Our air quality action plan demonstrates we are taking this issue seriously and will endeavour to tackle air pollution at source or reduce exposure where this is not possible.

We will demonstrate our leadership by exploring options for low emission neighbourhoods, promotion of low emission vehicles and fuels where possible, reduce pollutant emissions from our buildings and vehicles and develop meaningful partnerships with others to get the most out of our air quality action measures.

We recognise air pollution as a shared problem and everyone must play their part to commit to continue to work with our communities to achieve air quality improvement. As we understand more about air pollution and the impact on health, we want to empower our residents to make informed choices about their options for travel and participate in decisions about air quality in the areas they live and work in. We must commit to safeguarding those at highest risk to provide additional information and limit or prohibit the development of areas where air quality is likely to be made worse.

Not all air quality improvements can be delivered directly by our actions and so we will develop partnerships with other Local Authorities, the London Mayor, and other agencies where appropriate to maximise resources where we can and realise wider air quality benefits from our actions.

We will commit to keeping this air quality action plan under review and will continue to identify new opportunities for air quality action in response to changes in legislation or local air quality as the need arises.

Our ultimate aim is to secure clean air for all especially for those at greatest risk or in the worst affected areas in the borough. We accept that this is likely to be a challenge to fulfil, but commit to investing in air quality action for improvement now and in the future. .

Signed

..... Lead Cabinet Member

..... Director of public Health

..... Head of Transportation

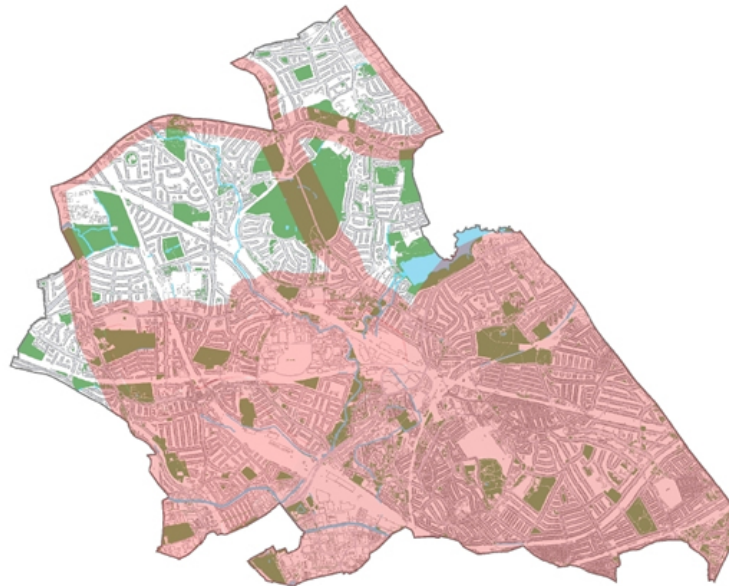


## 2 Introduction

### Current Air Quality in Brent

The link between poor health and air pollution is well established and for the last 15 years the council has been taking action to reduce pollution in the borough. Brent meets all national air quality targets except for two pollutants - Nitrogen Dioxide (NO<sub>2</sub>) and Particulate Matter (PM<sub>10</sub>). Air quality outside of our air quality management area has not worsened since 2006 and so no new management areas for air quality action are proposed.

Air quality in Brent has been improving and this downward trend is likely to continue for the future, but the council will need to take action if we are to meet national targets set for NO<sub>2</sub>. Nitrogen dioxide and particulates therefore remain the focus of the new plan.



*Figure 1: London Borough of Brent's current Air quality Management Area*

Any improvement in air quality will benefit everyone. However, some areas of the Borough are more likely to be affected by poor air quality than others as the wider problems of poverty; deprivation and general poor health make people more vulnerable to the effects of pollution. This contributes to an almost 9-year difference in life expectancy between the most affluent and least affluent wards in the Borough. The council is committed to reducing this gap.

The largest contributors to poor air quality in Brent are local energy generation, construction and road transport. Action plan measures will focus mainly on reduction of pollution from these sources.

## 3 Brent - A Cleaner Air Borough

Cleaner Air Borough (CAB) Status was established by the Greater London Authority (GLA) as a method for identifying and rewarding boroughs able to demonstrate good or best practice for air quality action. Councils must demonstrate excellence against the following key criteria:

- Political Leadership;
- Taking Action;
- Leading by Example;
- Using the Planning System;
- Integrating air quality into the public health system; and
- Informing the public

Brent attained CAB status in 2011 and will seek to demonstrate continued compliance with the key criteria, by implementation of air quality action plan measures and statutory duties.

## 4 Planning for Air Quality Action

Our draft Air Quality Action Plan (AQAP) states what the council will do to improve air quality for the next five years and describes how the council will act to reduce the pollution from transport, construction and local industry. The council will focus on measures to reduce or disincentivise car use, minimise car ownership in new development. We will also seek to use local policies to discourage actions likely to contribute to wider environmental impacts as well as poor air quality such as paving of front gardens.

It also describes what we will do to help those who visit, live or work in Brent to understand the action they can take to improve local air quality. The AQAP also sets out our air quality policy and describes targeted action for partnership work to achieve the greatest air quality benefits.

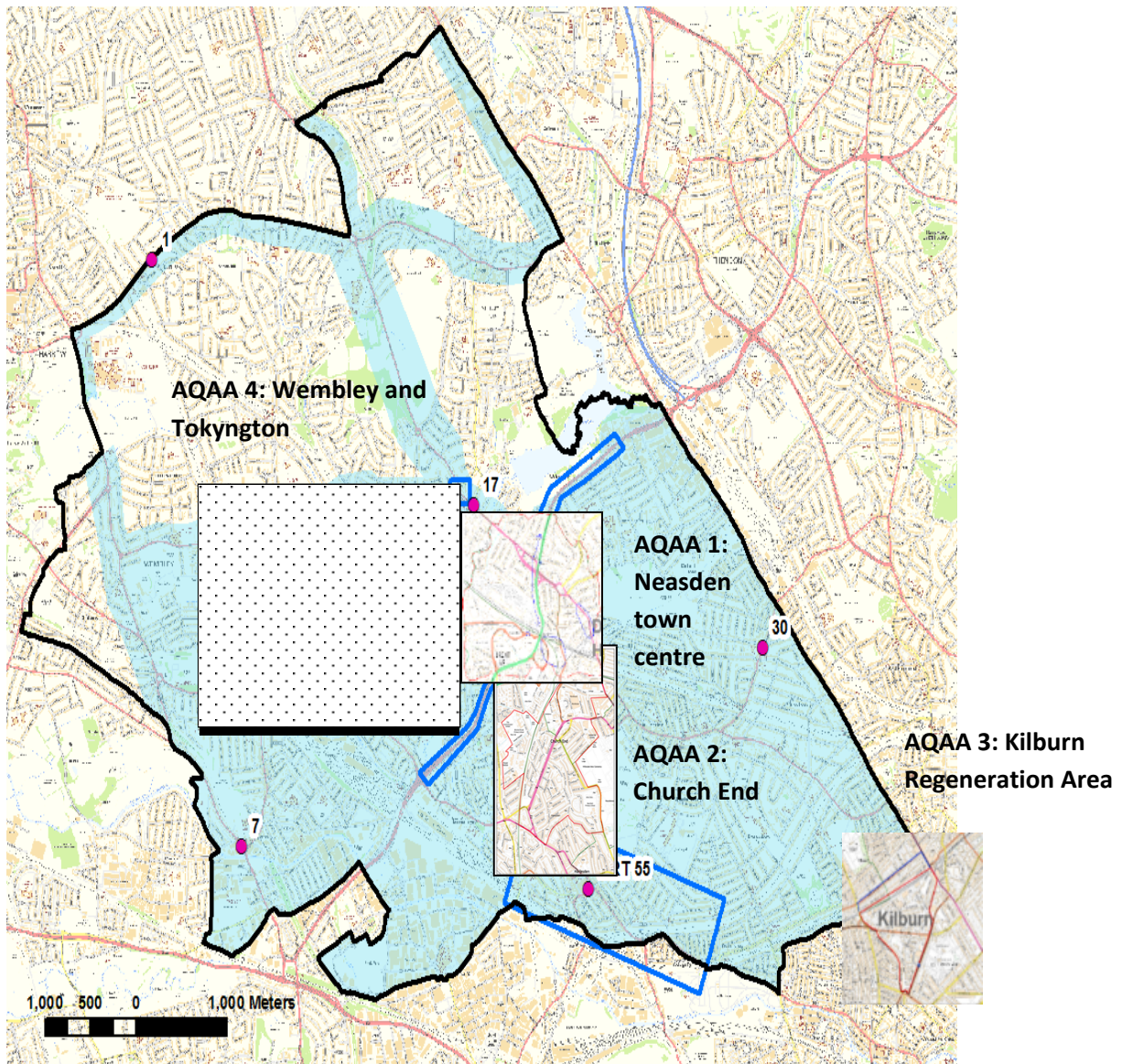
Brent must undertake an annual review of air quality and will report on AQAP progress and Brent's "Cleaner Air Borough Status" every July. The AQAP will be reviewed in autumn 2021.

The Air Quality Management Area (AQMA) will be reviewed in 2020 to coincide with an air quality support package update to be issued by the GLA.

### Brent AQAP: What's new?

#### Air Quality Action Areas

The revised action plan (set out in Appendix 1) includes the creation of four Air Quality Action Areas (AQAA) or hotspots, as Neasden town centre, Church End, the Kilburn Regeneration Area, and Wembley and Tokyngton. These areas were selected based on traffic volumes and levels of traffic emissions, and have been identified as areas of planned development and aligned with the priority areas identified in the current Borough Plan. Brent will develop strategic policies and localised focussed air quality measures in these areas.



A specific action plan will be created for each area and will include action to address the main sources of pollution.

They will

- provide extra assistance and support to ensure that all schools within the AQAA's have and use school travel plans, reducing vehicle use associated with schools, regularly reviewing targets for reducing air pollution and establishing programmes for raising awareness;
- provide assistance and support to businesses within the AQAA's with large fleets to have and utilise travel plans. The council and businesses will agree targets for emission reductions;
- Identify possible Low Emission Neighbourhoods in each AQAA and draft implementation plans for areas within each;
- Consider these sites within these areas as highest priority for public realm improvements (such as additional green infrastructure) especially where there are

those at highest risk or the most susceptible are located such as schools, residential properties and hospitals;

- Engage the local community in AQAAs using ward-focussed air quality action to educate and raise awareness about local air quality; - working with communities and public health professionals to protect and inform the most vulnerable;

Targeting action in the AQAAs does not mean that air quality action will not be prioritised in the remainder of the Borough. The air quality plan will include action for the entire air quality management area as well as the four hotspots highlighted above. In addition, air quality improvement in one area will lead to air quality benefit for all, since air pollution is not restricted to ward or borough boundaries.

Brent will target improved air quality by working with partner agencies to reduce congestion and emissions from transport on key routes in the Air Quality Action Areas. This will be completed by reviewing low emission planning guidance for new development sites; leading by example by reducing emissions from our own borough fleet, and developing policies in parking and residential zones to increase the uptake of ultra-low emission vehicles.

## Revised Action Plan Measures

The Air Quality Matrix outlines the 24 actions Brent will implement to deliver air quality improvement and are split into six themes which focus on measures to reduce pollutant emissions from key sources:

### Emissions from Developments and Buildings

Building works are a key source of pollution and as the council plans to build over 22,000 new homes by 2026, this increase is likely to give rise to a lot more pollution in the short, medium, and long term unless properly controlled.

Emissions from local energy generation account for about 15% of the NO<sub>x</sub> emissions across London and are also a significant source of air pollution.

The Council will also reduce pollutant emissions generated by our use of heating, lighting and transport and encourage local businesses to follow our lead. We will use existing powers available to us to control and limit emissions from new and existing sources of pollutant emissions, by the following actions:

- Enforcing Combined Heat and Power and biomass air quality policies
- Using the planning system to ensure new development does not negatively impact on local air quality
- Ensure that Smoke Control Zones are fully promoted and enforced
- Ensure emissions from construction are minimised
- Reduce emissions to air from the burning of waste or from waste facilities using regulatory powers
- Promoting energy efficiency retrofitting projects in workplaces and homes
- Undertake energy efficient improvements in council buildings.



## Public Health and Community Engagement:

Educating the community about air pollution and what they can do to improve air quality will drive behavioural change to lower emissions, reduce exposure to air pollution and allow them to choose more environmentally-friendly travel options. We understand the need to provide information and updates regarding local air pollution to residents and will ensure that we better engage them via a range of media. We will ensure this includes the provision of simple tips and useful advice about measures our community can take to contribute to local air quality improvements.

The council will encourage residents to consider alternatives to car use, particularly encouraging the use of sustainable travel such as walking and cycling and promoting the additional positive health benefits of increased physical activity. We will also take measures to educate our community to reduce their impacts on the local environment from vehicle idling.

The council will:

- Promote air pollution forecasting and provide better access to local air pollution information
- Promote route planner tools to assist residents to make informed choices about travel
- Ensure schools join an accredited travel planning programme with clear goals for reducing impacts on local air pollution.
- Discourage unnecessary idling by taxis, coaches and other vehicles.

## Exposure Reduction Measures:

Green Space in Brent is below the 15% London average and many Brent residents have little or no access to green or open space. Trees form an integral part of the urban environment and the air quality management area is recognised as generally lacking tree cover. We seek to address this by increasing planting in the Borough where we can, contributing more generally to the Councils' commitment for improving health and wellbeing and tackling health inequalities. In addition, the Council seeks to improve the accessibility of key routes to encourage walking and to make the street and public transport viable and attractive travel options.

The Council will: endeavour to

- Identify and develop Low Emission Neighbourhoods where feasible.
- Targeted enhancement of green infrastructure at appropriate locations where exposure to poor air quality is high.

## Delivery Servicing and Freight:

Vehicles delivering goods and services are usually light and heavy duty diesel-fuelled vehicles with high primary NO<sub>2</sub> emissions. This type of vehicle is a significant contributor to local air pollution and the council will investigate the potential emissions reductions possible

by changing the way local deliveries are made. Consideration will be given to changing delivery times to reduce contributions to local congestion and incentives for deliveries made using low emission vehicles. .

To limit the impact of local deliveries the council will also:

- Update Procurement policies to ensure that services the council uses are compliant with our air quality objectives
- Investigate the feasibility of re-organisation of freight to support centralised deliveries where possible,
- Investigate the feasibility of virtual Loading Bays and priority loading for ultra-low emission delivery vehicles

## Cleaner Transport:

Traffic and transport is the largest contributor to air pollution in Brent, accounting for at least 52% of emissions in the borough. Diesel vehicles in particular contribute local particulates such as PM<sub>10</sub> and PM<sub>2.5</sub> which are known to be significant contributors to ill health, Measures to reduce their impacts remain our highest priority for action, and a reduction in vehicle use in favour of active travel will be vigorously promoted using initiatives such as Walk and Stride. Progress with these initiatives will be rigorously monitored via our Cycling and Walking Strategies.

The council will also use local action days to promote car free initiatives and educate the community about air quality impacts of local measures. This will ensure we maintain a local focus on air quality action with the aim of securing long-term behavioural change.

The council will also encourage to the use of public transport or car clubs instead of passenger vehicles to reduce the number of vehicles on Brent roads and reduce impacts of congestion,

The current tiered parking charging scheme favours small and low (or zero) emission cars and promotes more environmentally-friendly choices of vehicle, or modal shift to non-car modes of travel. The Council will continue to explore options for dis-incentivising car use, promoting the take up of low emission vehicles where possible and will keep under continual review opportunities for adopting new technologies which aim to reduce vehicle emission.

Our council fleet includes light and heavy duty diesel-fuelled vehicles such as mini buses and refuse collection vehicles with high primary NO<sub>2</sub> emissions. We will investigate options for further reduction of fleet vehicles and accelerate the uptake of cleaner vehicles where their use is essential.

The council will:

- Increase the number of low emission vehicles in the boroughs' fleet which use alternative fuels.
- Accelerate uptake of new Euro VI vehicles in borough fleet.
- Encourage Car Clubs to introduce low emission and alternative fuel vehicles into the car club fleet where possible.
- Promote 'action days' to encourage behaviour change and reduce pollution in priority areas.

- Support the installation of on-street electric vehicle charge points throughout Brent.
- Support the take-up of electric taxis and commercial vehicles.
- Rigorously monitor the impacts of the Cycling and Walking Strategy

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Signpost to more detailed documents for air quality action and relevant policies

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## Appendix 1: Rationale for selection of AQAA

Air Quality Action Area 1: Neasden town centre				
Includes the site of our AQ monitoring station (IKEA)	This area incorporates some of the North circular a critical route through the Borough and significant source of pollution	It is in very close proximity to the air quality focus area which incorporates Dudden Hill Lane.	Includes Neasden Goods Yard – a significant source of PM10, and other sources of industrial PM in this location	Includes Neasden Town Centre – location earmarked for Public Realm Improvement so may offer the opportunity for future joint work and funding.
Air Quality Action Area 2: Church End				
Promoted for mixed use regeneration, including 800 new homes by 2026 supported by additional infrastructure such as education facilities, new health provision and space for recreation and play	Close proximity to AQ Focus Area	Includes/ very close to Harlesden Town Centre, another location for AQ monitoring station	Includes a range of uses power station, industrial areas, residential, green space and canal	On borough boundary so will consider potential for cross-borough work and partnership.
Air Quality Action Area 3: Kilburn Regeneration Area				
Area prioritised for development of 2600 homes to 2026. Major regeneration area, close location to Kilburn High Road – key town centre	Some work being undertaken in this area Cambridge Gardens, Brondesbury road with TfL to improve/ escalate the provision of cleaner buses (hybrid)	Location for HS2 at borough edge – including the vent shaft for HS2, expect lots local HGV traffic from vehicles in future, plus Opportunity for joint work or initiatives with Camden and / or Westminster	Proposal for local energy centre	Council in the process of assisting local residents to undertake their own monitoring.

Air Quality Action Area 4: Wembley and Tokyngton

<p>This area incorporates Wembley High Road – key town centre</p>	<p>Includes 3 stations – Wembley Park, Wembley Stadium and Wembley Central</p>	<p>Includes 2 key regeneration areas – Wembley Regeneration area around the stadium and Wembley Triangle</p>	<p>Is in close proximity to large developments including Copland School Development and other residential development along the High Road.</p>	
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## Appendix 2: AQAP Actions

Action ID	Action	Detail	By	Output
<b>Emissions from new Developments and Buildings</b>				
1	Ensure emissions from construction are minimised (Borough wide)	<p>Ensure enforcement of Non Road Mobile Machinery (NRMM) air quality zone</p> <p>The council will work in partnership with 10 other boroughs as part of the London Low Emission Construction Partnership ensure compliance with emissions standards in zone</p> <p>The council will require developers to comply with legislation and planning conditions to control on site emissions utilising construction method statements</p>	<p>Annual Review from 2016/17</p> <p>Annual Review from 2017/18</p> <p>Annual Review from 2016/17</p>	<p>Number of construction sites inspected for NRMM compliance</p> <p>% Emissions reduction achieved on major sites within Brent NRMM Low emission zone.</p> <p>Number of nuisance complaints investigated and action taken</p>
2	Use the planning system to ensure new development does not negatively impact on air quality (Borough wide)	<p>Require developers to undertake air quality assessments to assess the potential impacts of new development</p> <p>Review all new planning applications for potential air quality impacts and implement controls to limit impacts – e.g use of robust construction method statements, enforcement of planning conditions</p> <p>Require all new development to be air quality neutral or better</p>	Annual Review from 2016/17	Number of AQAs and applications reviewed and action taken
4	Enforce Combined Heat and Power and biomass air quality policies	The council will ensure that all new development use low and ultra-low emission boilers and the	2016/17  Annual	Create register of CHP plant within the borough  Number of new

Action ID	Action	Detail	By	Output
	(Borough wide)	all energy generating plant achieve the highest emission standards. The council will need to develop a register of CHP installations within Brent to support this.	Review from 2017/18	developments with low emission boilers installed % Emissions reduction achieved
5	Ensure that Smoke Control Zones are fully promoted and enforced  (Borough wide)	The whole of Brent is a smoke control zone and the council controls the types of fuels that can be used in commercial and domestic buildings.. This will be met by provision of guidance to non-compliant building owners and enforcement of Clean Air Act	Ongoing	100% response rate for Smoke Control Area breaches
6	Reduce emissions to air from the burning of waste or from waste facilities using regulatory powers  (Borough wide)		Annual Review from 2016/17	Number of nuisance complaints investigated and action taken
7	Promoting energy efficiency retrofitting projects in workplaces and homes  Trial in Air Quality Action Areas	The council will signpost commercial and residential building owners to initiatives such as the GLA-led RE:NEW and RE:FIT programmes to replace old boilers /top-up lost insulation in combination with other energy conservation measures.	Annual Review from 2016/17	Number signed up to each programme  Number boilers replaced (and % emissions reduction achieved)
8	Undertake energy efficient improvements in council buildings	To reduce carbon emissions associated with councils' estate and associated operations	2020/2021	30% emission reduction for council buildings
<b>Public Health and Community Engagement</b>				
9	Business Engagement	Ensure all installations regulated under the Environmental Permitting Regulations comply with pollution emission controls	Annual review	100% inspections completed annually

Action ID	Action	Detail	By	Output
		Work with new travel plans  Investigate potential for air quality action for large and medium-sized employers in strategic employment areas	2017/18	Feasibility study
10	Promotion of availability of air pollution forecasting and route planner tools	Promote the use of AirText messaging service and similar to empower community to consider alternative travel choices on high pollution days  Promote the use of apps such as Walkit to permit the community to select alternative, low-pollution routes for walking/ cycling and make informed travel choices	Annual review	Increased number of users for airText service in Brent
11	Ensure schools to join the TfL STARS accredited travel planning programme	Ensure all Brent schools to have travel plan  Support schools with travel plans to achieve higher levels of STARS accreditation or maintain existing gold accreditation Include provision of information in guidance pack	2017/2018  2020/2021	100% of all schools have travel plan  40% of schools with travel plan attained Gold Status
<b>Delivery Servicing and Freight</b>				
13	Update Procurement policies	to ensure sustainable logistical measures are implemented (and include requirements for preferentially scoring bidders based on their sustainability criteria)	2017/2018	Updated policies published  Compliance checks
14	Investigate the feasibility of re-organisation of freight to support consolidation (or micro-consolidation) of deliveries,	by setting up or participating in new logistics facilities, and/or requiring that council suppliers participate in these	2017/18	Feasibility study

Action ID	Action	Detail	By	Output
15	Investigate the feasibility of virtual Loading Bays and priority loading for ultra-low emission delivery vehicles		2018/19	Feasibility study
<b>Exposure Reduction Measures</b>				
16	Identify and develop Low Emission Neighbourhoods where feasible		Annual Review from 2016/17	(likely to be incorporated into wider public realm projects so potentially 5 year implementation/ lead time)
17	Targeted enhancement of green infrastructure at locations where exposure to poor air quality is high	Install physical or green barriers  Increase tree planting	Annual Review from 2016/17	
<b>Cleaner Transport</b>				
18	Increasing the number of low emission vehicles in the boroughs' fleet which use alternative fuels	BTS and fleet upgrade or replacement – shared resource with Harrow	2017/18	Number new / upgraded vehicles in use
19	Accelerate uptake of new Euro VI vehicles in borough fleet		2017/18	Number of new vehicles in council fleet
20	Discouraging unnecessary idling by taxis, coaches and other vehicles	Implementation of idling vehicle campaigns at taxi ranks, bus stands and schools  Enforcement of anti-idling regulations via issue of warnings and fixed penalty notices for persistent offenders  Revisit idling campaigns at key transport hubs and focus areas	2016/17   2017/18	Evaluation of idling and local impacts via survey, successful implementation of travel plans and spot check vehicle counts
21	Encourage Car Clubs to introduce low emission and alternative fuel vehicles into the car club fleet		2020/21	Number car clubs using low emission and alternative fuel vehicles against baseline established 2016/17

Action ID	Action	Detail	By	Output
22	Promoting 'action days' to encourage behaviour change and reduce pollution in priority areas.	Council currently promotes low emission days via initiatives such as Walk on Wednesdays for schools and Play Streets. Seek to expand this programme for consideration in AQAs to be implemented as part of ongoing programme.	2017/18	Number of days implemented
23	Support the installation of on-street electric vehicle charge points throughout Brent		2020/21	Number of electric vehicle charge points installed
24	Support the take-up of electric taxis and commercial vehicles.	Investigate the feasibility of installation of rapid chargers for electric vehicles  Identify locations in the borough appropriate for TfL to install rapid chargers for electric vehicles (ECVPs)	2017/18  Annual review to 2020/21	Publication of feasibility report including list of potential locations for future EVCPs and target set for installation  Number of rapid chargers installed reviewed annually


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 <b>Brent</b>	<p style="text-align: center;"><b>Cabinet</b> 12 December 2016</p> <p style="text-align: center;"><b>Report from the Chief Finance Officer</b></p>
<p style="text-align: right;">Wards affected: ALL</p>	
<p><b>Collection Fund Report</b></p>	

## 1.0 Summary

- 1.1 The vast majority of council taxpayers pay the full amounts due each year. However, some accounts fall into arrears, and of these arrears some, despite the best collection efforts, are never collected. Legally, when setting budgets, local authorities must estimate the "lifetime" council tax collection rate. This rate is the proportion of council tax raised in any one year that will eventually be collected, albeit that it will be several years before the precision of these estimates can be proven.
- 1.2 Making such long-range estimates is not straightforward. However, with continued improvements to council tax collection, officers can now report that some of the estimates made in earlier years have been exceeded. This had been anticipated when the draft budget was published in October 2016, and the figures now reported confirm this. As a consequence, the surplus reported here is not "new" money: it was already assumed in the budget estimates. Nonetheless, had this improvement in collection rates over several years not been sustained additional savings would have had to be found to ensure that a balanced budget could be presented.
- 1.3 The Council is required to estimate the amount of any surplus or deficit on the Collection Fund as at 31 March 2017 and how it is shared amongst the constituent precepting bodies and Central Government. This must be done by 15 January 2017 in relation to Council Tax, and this report asks the Cabinet to approve the estimated balance for Council Tax and Business Rates (NNDR).

- 1.4 The Council will declare a surplus on Council Tax for 2017/18 of £2.796m and a zero surplus/deficit on NNDR for 2017/18. Brent Council's share of the total surplus is £2.253m.

## **2.0 Recommendations**

- 2.1. To agree the estimated Collection Fund balance relating to Council Tax at 31 March 2017 as a surplus of £2.796m. (Brent's share being £2.253m)
- 2.2. To note the current estimated balance relating to NNDR at 31 March 2017 as zero (no surplus or deficit).
- 2.3 To delegate to the Chief Finance Officer authority to amend these figures, should material new information, such as significant changes in debt collection performance or business rates appeals, come to light before the legal deadline of 15 January 2017.

## **3.0 Detail**

### **3.1 Council Tax**

- 3.1.1 Income from Council Tax is paid into the 'Collection Fund'. Brent and the Greater London Authority (GLA) make charges (formally known as 'precepts') on this fund to finance their budgets. If the eventual collection of Council Tax is greater than precepts on the collection fund, taking the cumulative position since the introduction of Council Tax in 1993, a surplus will be generated. If the reverse happens, there will be a deficit. Any surplus or deficit is shared between Brent and the GLA. It is normal and proper practice to estimate these surpluses or deficits in setting the budget and to make distributions to the preceptors, or to require contributions from them, according to those estimates.
- 3.1.2 There are four main factors in the calculation of the estimated surplus/deficit on Council Tax.
- 1) Surplus / (deficit) brought forward from the previous financial year;
  - 2) Change in the gross income due to variations in relation to discounts, exemptions and the cost of Local Council Tax Support Scheme;
  - 3) Increase to the tax base due to additional new properties being added to the Council Tax list ; and
  - 4) Increase / decrease in the allowance for uncollectable debts.
- 3.1.3 Total arrears as at 31 March 2016 not covered by bad debt impairments were £2.9m. This means that if the council estimates that debts at this date of less than this amount will eventually be collected the fund will be in deficit, and that

if future collection is anticipated to exceed this figure, a surplus can be declared.

- 3.1.4 In considering the Collection Fund position at 31 March 2017, it should be noted that the in-year collection of council tax has improved in recent years. The in-year collection rate for 2015/16 was 95.9% and it is estimated that the final figure for 2016/17 will exceed 96%. Collection of arrears will then continue for several years.
- 3.1.5 Between 2013/14 and 2016/17 there has been a significant increase in the tax base, due mainly to a very large number of new properties coming in to banding. In the 12 months to September 2016, 2,968 new properties came in to banding (at Band D equivalent this figure was 2,608). This compares to an increase of 3,741 Band D equivalents in the previous 12 months. Some of these properties will only be in rating for part of the 2016/17 financial year. There has also been a continued reduction in council tax support (CTS) granted compared to 2015/16, largely due to an increase in full or part-time employment. This figure will fluctuate according to economic conditions and employment rates and, in financial terms, is a risk carried by the Council. Changes to the legislation determining other benefits, for example working tax credits, also impact on claimants' assessed income for these purposes, and hence on CTS granted, and is again a financial risk that falls to the Council.
- 3.1.6. As a result of the factors outlined above, the Council is able to declare a surplus on Council Tax for 2017/18 of £2.796m, where Brent's share will be £2.253m and the GLA's share will be £0.543m. The GLA's share is based on its share of the total precept in 2016/2017, which is 20.04%.

### 3.2. **Business Rates (NNDR)**

- 3.2.1 Until the 2012/13 financial year, all business rates collected by local authorities were paid over to the national pool administered by central government, and then redistributed back to local authorities according to assessed spending needs. From 2013/2014 local authorities retain a proportion of the income raised. For London, the local authority keeps 30% of the income, the GLA receives 20%, and the remaining 50% is paid to the national pool to be redistributed as before. Therefore London authorities benefit from 30% of any additional rates income, or bear 30% of the cost of any reduction.
- 3.2.2 If the year-end income from NNDR is higher than estimated at the start of the year, a surplus would be declared, which would be shared in the same ratios as above. Therefore, if Brent had a surplus it would keep 30% of this. If income was lower than anticipated, there would be a deficit to be shared in the same proportion (i.e. Brent would bear 30% of the deficit).
- 3.2.3 The estimate for the income figure (or net rate yield) for 2017/18, and the surplus or deficit figure as at 31 March 2017 will be taken from the NNDR1 return to be submitted in January 2017. The Non Domestic Rating (Rates

Retention) Regulations 2013 require that these figures be calculated and notified to preceptors (central government and the GLA) by 31 January, and the NNDR1 return is used to calculate the figures.

- 3.2.4 Estimating what the figures will be is complex, as there are many factors which can significantly affect the overall figure, including entitlement to reliefs and properties coming in to, or being taken out, of rating. The biggest uncertainty concerns revaluations arising from appeals against the Valuation Office (VO) determinations. These are very common and can lead to large refunds being backdated several years. At the end of 2015/16 a provision for the cost of backdated appeals to 31/3/2016 of £11.1m was included in the year end accounts. The overall reductions in cases that have been finalised to date indicates that this provision will prove fairly accurate, (even after allowing for a surge in appeals in March 2015, as outlined below) but appeals outstanding still account for approximately £99m of rateable value (35% of the total), and the bulk of any revaluation refunds will be backdated to 2010.
- 3.2.5 Therefore this position could potentially still change significantly by the end of January 2017 (or later), which would have an impact on the surplus/deficit position at that date (or future dates). There was a deadline of 31/3/2015 for any appeals against the 2010 rating list, and appeals on RVs totaling approximately £60m were lodged in March 2015. Many of these will be speculative, as ratepayers have nothing to lose by lodging an appeal, and would have been encouraged to do so by rating agents, but the provision made may need to be increased.
- 3.2.6 There may also be other changes relating to new or demolished buildings, or changes in exemptions such as empty or charity relief. Given the uncertainties outlined above, it is recommended that a forecast of no surplus or deficit is assumed at present. As outlined above, the final figure will be taken from the NNDR1 form in January 2017. The figures taken from this will have a direct impact on the 2017/18 budget, as Brent will have a 30% share of any surplus or deficit.
- 3.2.7 From 2020 business rates will be devolved more fully to local authorities. The government is consulting on the various details of this, and it will still be some time before the full details of this are known. There is a lively, if somewhat dry, debate within the accountancy community as to how this will impact on the future operation of the collection fund, and it may be that in time the requirements for future reports of this nature will change, or even be obviated entirely. The intention is that any changes to the accounting regulations should not materially impact on local authorities' overall financial standing, but until the detail of this is resolved it is not possible to give an absolute assurance on this.
- 3.2.8 The recent revaluation of business premises' rateable value, effective 1 April 2017, will not impact on this report, which is concerned with the surplus or

deficit on collection against previously budgeted amounts up to 31 March 2017.

**4. Financial Implications**

- 4.1 The proposed surplus in the collection fund proposed by way of this report is in line with the assumptions made in the overall budget. Any deficits or surpluses have to be taken into account in the calculation of the council tax requirement, but as the surplus proposed is in line with that previously assumed no significant changes to the budget strategy are required.

**5. Legal Implications**

- 5.1 Regulation 10 of the Local Authority (Funds) Regulation 1992, made under Section 99 of the Local Government Finance Act 1988, requires an estimate of the surplus or deficit on the Council's collection fund (Council Tax) to be made by 15 January each year (or the next working day). This estimate is one of the figures to be used in the budget and council tax setting process for 2017/18.

**6. Diversity Implications**

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

**7. Staffing Implications**

- 7.1 None directly.

CONRAD HALL

Chief Finance Officer

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