



Cabinet

Monday 13 March 2017 at 7.00 pm

Board Rooms 3, 4 & 5 - Brent Civic Centre, Engineers Way, Wembley, HA9 0FJ

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 |
| Miller | Lead Member for Stronger Communities |
| M Patel | Lead Member for Children and Young People |
| Southwood | Lead Member for Environment |
| Tatler | Lead Member for Regeneration, Growth, Employment and Skills |

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

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The press and public are welcome to attend this meeting

Agenda

Introductions, if appropriate.

| Item | Page |
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| 1 Apologies for Absence | |
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To receive any apologies for absence and substitutions from Members.

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| 2 Declarations of Interests | |
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Members are invited to declare any disclosable pecuniary interests, or other interest, and the nature of it, in relation to any item on the agenda.

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| 3 Minutes of the Previous Meeting | 1 - 12 |
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To approve the attached minutes of the previous meeting of Cabinet on 13 February 2017 as a correct record.

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| 4 Matters Arising | |
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To address any matters arising (if any).

Chief Executive's Reports

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| 5 Q3 Integrated Performance and Finance Report 2016/17 | 13 - 58 |
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This integrated Finance and Performance Report brings together both financial and performance information to provide an overview of Council performance in Quarter 3 2016/17 (Q3).

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

- **Appendix A** – Financial Forecast 2016/17
- **Appendix B** – Performance Report – Q3 2016/17
- **Appendix C** – Performance Scorecard – Q3 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

6 Community Action Groups Review Pilot - January to July 2016

59 - 66

The aim of this report is to provide a review of the Community Action Groups Pilot conducted January – July 2016 by the Partnerships and Engagement. It will also provide recommendations identified following the review.

This report considers the following:

- CAG Overview
- CAG Pilot
- Review Recommendations
- CAG Budget Spend

Ward Affected:
All Wards

Lead Member: Deputy Leader (Councillor Margaret McLennan)
Contact Officer: Pascoe Sawyers, Head of Strategy and Partnerships
Tel: 020 8937 1045
pascoe.sawyers@brent.gov.uk

7 Scrutiny Task Group Report on Signs of Safety

67 - 98

This report sets out the recommendations agreed by the Community and Wellbeing Scrutiny Committee, which were developed as a result of a scrutiny task group established to look at the implementation of Signs of Safety in Brent.

Ward Affected:
All Wards

Contact Officer: Pascoe Sawyers, Head of Strategy and Partnerships
Tel: 020 8937 1045
pascoe.sawyers@brent.gov.uk

Regeneration and Environment Reports

8 Council CCTV Making a Safer Brent: Income Generation and Service Savings 99 - 110

In 2015, a full review and consultation over the future of Closed-Circuit Television (CCTV) took place. The review highlighted that cameras were archaic and required an upgrade to ensure operational longevity, reliability and value for money. Options to move towards a more commercially attractive business model were also introduced. Cabinet are now recommended to approve a number of proposals relating to this, as specified within the report.

Ward Affected:
All Wards

Lead Member: Lead Member for Stronger Communities (Councillor Tom Miller)
Contact Officer: Karina Wane, Head of Community Protection
Tel: 020 8937 5067
karina.wane@brent.gov.uk

9 Phase 1 Building Project at the Granville Centre - Approval to Tender Works Contract 111 - 116

This report seeks Cabinet approval to invite tender for a works contract as required by contract Standing Orders 88 and 89 to complete phase 1 of this project for refurbishment of the Granville Centre to accommodate the Enterprise & Community Hub. This report also seeks a delegation of Cabinet's authority to award high value works contracts to the Strategic Director of Regeneration and Environment in consultation with Lead Member Regeneration, Growth, Employment and Skills and also with the Chief Finance Officer and Chief Legal Officer in order for the delivery programme to be maintained and meet the GLA timescales necessary for receipt of funding.

Ward Affected:
Kilburn

Lead Member: Lead Member for Regeneration, Growth, Employment and Skills (Councillor Shama Tatler)

Contact Officer: Richard Barrett, Head of Estate Regeneration
Tel: 020 8937 1334
richard.barrett@brent.gov.uk

10 Managing Street Drinking and Identified Problem Areas – Pilot Programme 117 - 132

This report recommends that Cabinet authorises consultation on the introduction of six Public Space Protection Order (PSPO) pilot schemes to prohibit street drinking in identified hotspot areas referred to in paragraph 3.7.

The pilot outcome will help inform the decision making to continue or discontinue Brent borough wide controlled drinking areas which will cease at the end of October 2017.

Ward Affected:
Alperton;
Dudden Hill;
Harlesden;
Kilburn;
Sudbury;
Tokyngton

Lead Member: Lead Member for Stronger Communities (Councillor Tom Miller)

Contact Officer: Karina Wane, Head of Community Protection
Tel: 020 8937 5067
karina.wane@brent.gov.uk

11 South Kilburn Regeneration Programme - Transfer of Land to Network Homes 133 - 138

This report seeks Cabinet's approval to grant Network Homes Limited who have an Existing Lease of Bronte House and Fielding House, South Kilburn, (under Network Stadium Housing Association Limited) to take a Supplementary Lease for the Property identified as the Public Walkway

land and basement between the North Block and East & West Blocks of the Kilburn Quarter (Bronte House and Fielding House) Development.

Ward Affected:
Kilburn

Lead Member: Lead Member for Regeneration, Growth, Employment and Skills (Councillor Shama Tatler)

Contact Officer: Richard Barrett, Head of Estate Regeneration
Tel: 020 8937 1334
richard.barrett@brent.gov.uk

12 South Kilburn Trust – Proposed Changes to SKT Constitution and Articles of Association 139 - 144

This report proposes constitutional changes to the Articles of Association of the South Kilburn Trust.

Ward Affected:
Kilburn

Lead Member: Lead Member for Regeneration, Growth, Employment and Skills (Councillor Shama Tatler)

Contact Officer: Richard Barrett, Head of Estate Regeneration
Tel: 020 8937 1334
richard.barrett@brent.gov.uk

Community Well-being Reports

13 Authority to Tender Works and Housing Management Services for the Council's PRS And Nail Programmes 145 - 170

This report concerns the procurement of frameworks for Refurbishment, Property Maintenance Compliance and Void Management and Housing Management of Private Rented Sector (PRS) properties and those purchased for the NAIL programmes. This report requests approval to invite tenders in respect of PRS / NAIL Works and Housing Management as required by Contract Standing Orders 88 and 89.

Ward Affected:
All Wards

Lead Member: Lead Member for Housing and Welfare Reform (Councillor Harbi Farah)

Contact Officer: Phil Porter, Strategic Director, Community Well-being
Tel: 020 8937 5937
phil.porter@brent.gov.uk

14 Exclusion of Press and Public

The following items are not for publication as they relate to the following category of exempt information as specified in Paragraph 3, Schedule

12A of the Local Government Act 1972: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)"

- Council CCTV Making a Safer Brent: Income Generation and Service Savings - Appendix 2

15 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 24 April 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.



LONDON BOROUGH OF BRENT

MINUTES OF THE CABINET Monday 13 February 2017 at 7.00 pm

PRESENT: Councillor Butt (Chair), Councillor McLennan (Vice-Chair) and Councillors Farah, Hirani, Miller, M Patel, Southwood and Tatler

Also Present: Councillors Mahmood, Perrin and Warren

There were no apologies for absence.

1. **Declarations of interests**

None.

2. **Minutes of the previous meeting**

RESOLVED:

that the minutes of the previous meeting held on 16 January 2017 be approved as an accurate record of the meeting.

3. **Matters arising**

There were no matters arising.

4. **Petitions (if any)**

There were no petitions presented to Cabinet.

5. **Budget and Council Tax 2017/18 to 2019/20**

Councillor McLennan, Deputy Leader of the Council, introduced the report stating that, over the past two years, central government's approach to local authority funding has changed.

She stated that, prior to this, the strong policy emphasis had been to encourage councils to freeze council tax and make savings from expenditure budgets as funding from central government was cut. As part of the local government finance settlement for 2016/17, central government removed the financial incentive for councils to freeze council tax.

She stated that, as serious pressures on local government finance caused by demand for adult social care had been identified, central government agreed to a proposal from local government leaders to allow an additional 2% increase in

council tax to fund adult social care, making the overall increase allowable without a referendum 3.99%.

Councillor Tom Miller, Cabinet Member for Stronger Communities, welcomed the budget proposed by the Council's Administration. He stated that the administration had rightly prioritised services for the most vulnerable residents.

Councillor Krupesh Hirani, Cabinet Member for Community Wellbeing, welcomed the budget. He informed Cabinet colleagues that in comparison with 2009/10, the Council was now spending approximately £10m more on Adult Social Care services. He welcomed the Cabinet's decision to protect Adult Social Care spending. He stated that colleagues had worked hard, especially across back office functions, to achieve savings innovatively.

Councillor Ellie Southwood, Cabinet Member for Environment, thanked officers within the Environment and Regeneration Directorate for their support during the budget setting process.

Councillor Harbi Farah, Cabinet Member for Housing and Welfare Reform, thanked Councillor McLennan for steering the budget setting process. He welcomed the wide and inclusive consultation on the budget.

Councillor Shama Tatler, Cabinet Member for Regeneration, Growth, Employment and Skills, echoed the words of her fellow Cabinet Members.

In conclusion, Councillor Muhammed Butt, Leader of the Council, thanked his Cabinet colleagues for their significant work in shaping and finalising the budget for consideration. He stated that the financial hardship placed on local authorities by Central Government placed significant pressures on local services. He stated that Brent had prioritised services for vulnerable residents in setting this budget. Going forward, Councillor Butt stated that collaboration with other partners across the borough would be crucial to the effective delivery of services.

RESOLVED:

- 5.1 Cabinet agreed to recommend to full council an overall 3.99% increase in the Council's element of council tax for 2017/18 with 2% as a precept for Adult Social Care and a 1.99% general increase.
- 5.2 Cabinet noted that if the 2% adult social care precept in the Council's element of council tax is rejected, Adult Social Care expenditure will be cut by £2.1m in 2017/18 from the levels proposed in the paper.
- 5.3 Cabinet agreed to recommend to full council the General Fund revenue budget for 2017/18, as summarised in Appendix A.
- 5.4 Cabinet noted the cost pressures, technical adjustments and savings detailed in Appendix B.
- 5.5 Cabinet noted the dedicated schools' grants as set out in section 7.

- 5.6 Cabinet agreed the pension fund contribution rates of 32.5%, 33.8% and 35.0% for 2017/18, 2018/19 and 2019/20 respectively.
- 5.7 Cabinet noted the report from the Budget Scrutiny Panel in Appendix C.
- 5.8 Agree to recommend to full council the capital programme as set out in Appendix D.
- 5.9 Agree to recommend to full council the Treasury Management Strategy and the Annual Investment Strategy for 2017/18 set out in Appendix E.
- 5.10 Cabinet noted the Prudential Indicators measuring affordability, capital spending, external debt and treasury management set out in Appendix F.
- 5.11 Cabinet noted the advice of the Chief Legal Officer as set out in Appendix G.
- 5.12 Cabinet noted the categorisation of Earmarked Reserves and Provisions set out in Appendix H.
- 5.13 Cabinet agreed, and where relevant agree to recommend to full council, the schedules of fees and charges set out at Appendix I, and the proposed new fees and charges policy in Appendix J, including the officer delegated powers to which it refers.
- 5.14 Cabinet noted the results of consultation as set out in section 9 and detailed in Appendix K.

6. **Joint ICT Work with the London Borough of Southwark**

Councillor Margaret McLennan, Deputy Leader of the Council, introduced the report. She stated that this report sets out proposals for working with the London Borough of Southwark to provide them with ICT services by November 2017.

Councillor Margaret McLennan informed Cabinet that that Lewisham and Southwark officers are presenting reports to their respective Cabinets in relation to this delegation and future shared service.

RESOLVED:

- 6.1 Cabinet approved plans for the ICT Shared Service to be extended to cover the London Borough of Southwark.
- 6.2 Cabinet approved in principle the delegation from Southwark Council to Brent (as the primary host authority in the Shared Service with London Borough of Lewisham) of the delivery of ICT services and notes that a further report will be brought to Cabinet in June 2017 to approve delegation in its final terms.
- 6.3 Cabinet noted the ongoing due diligence process and the development of inter-authority agreement(s) for delegation of the ICT service delivery.

- 6.4 Cabinet approved the entering into a Memorandum of Understanding (attached as Appendix A to the Report) with the London Borough of Southwark and London Borough of Lewisham and notes the approval of the funding of preparatory and transition work at an estimated cost of £3 million as noted to the Southwark Cabinet Report (attached as Appendix B to the Report).
- 6.5 Cabinet approved entering into an interim Inter-Authority Agreement which will cover the 3 boroughs obligations with regard to the preparatory and transition activities as detailed in paragraph 5.5 (b), liabilities, insurance arrangements and use of assets in relation to the Shared Service and delegates authority to the Chief Officer Strategic Director Resources to agree the final terms of the interim Inter- Authority Agreement(s).
- 6.6 Cabinet approved the delegation of authority to the Strategic Director Resources to authorise procurement and award of contracts on behalf of the London Borough of Southwark up to a maximum of £3 million (in the aggregate) as referred to in paragraph 2.5.
- 6.7 Cabinet approved the development of a final more detailed Inter- Authority Agreement for delegation of the ICT service delivery which will cover the 3 boroughs obligations, liabilities and insurance arrangements and use of assets in relation to the shared service.
- 6.8 Cabinet approved interim governance arrangements based on a shared joint partnership board to include representatives of Brent, Lewisham and Southwark working on an equal basis.
- 6.9 Cabinet noted that Lewisham and Southwark officers are presenting reports to their respective Cabinets in relation to this delegation and future shared service.

7. Brent Council's School Admission Arrangements for 2018/19

Councillor Muhammed Butt, Leader of the Council, welcomed Councillor Mili Patel to her first Cabinet meeting in her new role as Cabinet Member for Children and Young People. Cabinet Members joined Councillor Butt in wishing Councillor Patel well in her new role.

Councillor M Patel, Cabinet Member for Children and Young People, introduced the report presenting the proposed admission arrangements and scheme of co-ordination for Brent community schools for 2018/19 in accordance with statutory requirements.

She stated that no changes are proposed to admission arrangements for community schools for 2018/19.

She stated that Cabinet is asked to note the analysis undertaken of the impact on admissions for September 2016 of the new criteria approved by Cabinet in April 2015.

RESOLVED:

7.1 Cabinet agreed the proposed Admission Arrangements for Brent schools and schemes of coordination for maintained schools in Brent for the 2018/2019 academic year.

8. Housing Revenue Account (HRA) Budget and Rent-setting for Council Dwellings for 2017/18

Councillor Harbi Farah, Cabinet Member for Housing and Welfare Reform, introduced the report setting out the Housing Revenue Account (HRA) forecast outturn for 2016-17 and the proposed HRA budget for 2017-18 as required by the Local Government and Housing Act 1989.

Councillor Farah stated that the proposed annual budget takes account of the national rent reductions as required by Government. This will reduce rental income by £470,093 in 2017-18 with further reductions required each year to 2020.

He stated that in order to offset this it is necessary to make significant savings to revenue budgets over this period and the budget for 2017-18 includes provision for initial efficiency and other savings. Further savings will be required in future years to assure the future financial sustainability of the HRA and to support the programmes for stock investment and new housing development agreed through the HRA Asset Management Strategy in 2013.

Councillor Farah stated that the proposed HRA annual budget for 2017-18 sets out proposed expenditure for housing management services, stock investment and maintenance works and new council housing development programmes as well as rent and service charge setting proposals for 2017-18. This report also sets out rent-setting proposals for other council managed partnerships by Hillside (Hyde Group) and for the Residential Pitches portfolio.

RESOLVED:

8.1 HRA Business Plan Budget 2017-18:

- a) Cabinet noted the HRA forecast outturn for 2016/17 as set out in Appendix 1 to the report.
- b) Cabinet approved the proposals and agree the savings and budget reductions for the HRA budget for 2017/18, as set out in Appendix 2 to the report and agree that they be included in the overall Budget for 2017/18 for approval by Full Council on 27th February 2017.
- c) Cabinet approved the HRA budget growth for 2017/18 of £3.476m and the use of £3.492m of one-off available resources.

8.2 HRA Rent Setting 2017-18:

- a) Cabinet approved an average overall rent decrease (excluding service charges) from April 2017 of £0.97 per dwelling per week, for HRA council

dwellings, which is an average overall rent decrease of 1% as set out in section 3.2.1 (Table 1) of the report.

- b) **Cabinet approved an average overall rent decrease from April 2017 of £1.29 per dwelling per week for Hillside Dwellings, which is an average overall rent decrease of 1% as set out in section 3.2.2 (Table 2) of the report.**
- c) Cabinet approved an average overall licence decrease (excluding service charges) from April 2017 of £2 per pitch, per week, for residential council pitches, which is an average overall licence decrease of 1% as set out in section 3.2.3 (Table 3) of the report.

8.3 HRA Service Charges 2017-18:

- a) Cabinet agreed to increase the service charges for HRA dwellings from April 2017 by an average of 1% (an average increase of £0.09 per dwelling per week) as set out in Appendix 3 to the report.
- b) Cabinet agreed an increase in Garage Rents for Council and Private Renters, as set out in section 3.3.3 (Table 4) of the report.
- c) Cabinet agreed to increase the service charges for Hillside dwellings from April 2017 by an average of 1.8% (an average increase of £0.16 per dwelling per week) as set out in Appendix 3 of the report.

8.4 Management Services 2017-18:

- a) Cabinet agreed a Management Fee for Brent Housing Partnership of £7.488m for 2017/18.

8.5 HRA Stock Investment Programmes 2017-18:

- a) **Cabinet approved an overall HRA stock investment programme of (£32.765m) for 2017/18, and an indicative budget of £20m for 2018/19 as set out in section 3.4 (Table 5) of the report.**

8.6 HRA Development Programmes 2017-19:

- a) Cabinet agreed to continue delivery of Phase 1 (Infill) Council New Build Development Programme with HRA budget of £9.990m for 2017/18 and £0.906m for 2018/19 to complete 62 homes.
- b) Cabinet agreed to continue delivery of Phase 2 (Infill) Council New Build Development Programme with HRA budget of £18.799m for 2017/18 and £5.454m for 2018/19 to develop 95 homes.
- c) Cabinet agreed to continue delivery of Phase 2 (NAIL) New Accommodation Independent Living Development Programme with General Fund budget of £9.020m for 2017/18 and £1.224m for 2018-19 to complete 40 homes.

- d) Cabinet agreed a feasibility budget (Revenue Budget) of £0.125m for 2017/18 to work on future pipeline schemes beyond March 2018.

9. **NAIL Programme Accommodation and Financial Mitigation Plan**

Councillor Krupesh Hirani, Cabinet Member for Community Wellbeing, informed Cabinet Members that the NAIL (New Accommodation for Independent Living) Programme is a major cross-Council strategic initiative to provide high quality accommodation for a range of vulnerable people which promotes their wellbeing and ability to live independently through good design.

He stated that by separating accommodation from care & support costs, the NAIL Programme will deliver significant efficiency savings for Adult Social Care (ASC) budgets, making it the largest savings programme within the Council.

Councillor Krupesh Hirani, Cabinet Member for Community Wellbeing, stated that projected savings to be delivered by the NAIL Programme were mainly based on new-build schemes to provide long-term accommodation.

He stated that in light of challenges in the market, the Council has taken the decision to reshape and broaden the NAIL programme to include elements of investment and self-development. This has the added benefit of allowing the NAIL programme to work more closely with housing to support delivery of identified strategic housing requirements for the Council as a whole, as well as to bring forward the delivery of NAIL units to meet specific gaps in the current programme. To fully meet ASC's current accommodation requirements for all groups, and provide a more balanced and sustainable savings profile an increased number of short- medium term units will be required.

Councillor Tom Miller, Cabinet Member for Stronger Communities, spoke in support of the report.

RESOLVED:

- 9.1 Cabinet approved the use of 3 year leases to secure 3 properties for the use of 24 NAIL customers – a total cost of £327,500 per annum.
- 9.2 Cabinet approved a budget of £19.7M for the purchase and modification of private residential properties to provide an additional 90 units of accommodation for NAIL customers.
- 9.3 Cabinet approved the long-term use of the supported housing properties at 73 & 80 Wembley Park Drive, with a budget of £0.88M to refurbish the buildings to a standard suitable for long-term occupation by NAIL customers.
- 9.4 Cabinet approved asked to note that the above investment will generate savings of £2.6m p.a., bring the achievement of anticipated NAIL savings forward, and support Brent Council's strategic vision for residents to remain independent in a home of their own and in the community for as long as possible, as evidence shows us that those who do, live longer, happier and healthier lives.

10. **Authority to Award Multiple Contracts under the Accommodation Plus Dynamic Purchasing System**

Item deferred.

11. **Brent Neighbourhood Community Infrastructure Levy (NCIL) Allocation Process**

Councillor Shama Tatler, Cabinet Member for Regeneration, Growth, Employment and Skills, introduced the report stating that the Community Infrastructure Levy (CIL) is a charge applied to development to help fund strategic (borough-wide) and neighbourhood infrastructure to address deficits that might otherwise be caused by development. Brent's CIL was formally introduced on 1 July 2013.

As there is greater predictability about income received, the availability of CIL encourages more effective planning to deliver projects that, as well as dealing with deficits in infrastructure caused by new development, can also deliver wider benefits to the local community.

She informed Members that the purpose of this report is to propose a NCIL allocation process for approval by Cabinet.

RESOLVED:

11.1 Cabinet reviewed and approved the proposed NCIL allocation process in Appendix 1.

Principally:

11.2 Neighbourhood CIL priorities will be set for three years following consultation with residents and stakeholders.

11.3 The Head of Planning and Lead Member for Regeneration, Growth, Employment and Skills, will be responsible for shortlisting Neighbourhood CIL Projects following submission deadline.

11.4 Delegated authority should be given to the Strategic Director, Regeneration & Environment, in consultation with the Lead Member for Regeneration, Growth, Employment and Skills, to approve spend for individual Neighbourhood CIL projects up to the value of £100k

11.5 Projects above £100K in value will be agreed by Cabinet

12. **Draft Supplementary Planning Document Basement Development**

Councillor Shama Tatler, Cabinet Member for Regeneration, Growth, Employment and Skills, introduced the report stating that the report sets out the rationale for consultation on a draft Brent Basement Supplementary Planning Document (SPD).

It provides a high level summary of the content of the document. It provides clarity on what are planning matters and which matters are the remit of other legislation/statutory functions. It identifies how the Council will address the non-planning matters such as environmental monitoring in a more robust manner in the future.

Councillor Tatler stated that it seeks approval by Cabinet of the draft Basement SPD for consultation.

RESOLVED:

12.1 Cabinet considered the draft Basement Supplementary Planning Document as set out in Appendix 1 of the report and approved its issue for public consultation.

13. Updating Brent Council's Planning Strategy (The Local Plan)

Councillor Shama Tatler, Cabinet Member for Regeneration, Growth, Employment and Skills, introduced the report informing Cabinet Members that over the last decade Brent has seen some incredibly positive transformational change in its built environment and the associated opportunities this has provided for its residents and businesses.

She stated that investment and action has been facilitated by a strong planning policy framework providing clarity and confidence to the local community, developers, businesses and other investors.

RESOLVED:

13.1 Cabinet approved the commencement of a review and update of the existing development plan documents and supplementary planning documents in accordance with a revised Local Development Scheme set out in Appendix 1.

13.2 Cabinet approved the establishment of a Local Plan Member Liaison Group to enable discussion and input to developing planning policy and consultation material prior to the Publication Stage of the Local Plan.

13.3 Cabinet delegated authority to the Strategic Director Regeneration and Environment in association with the Portfolio Holder Regeneration, Growth, Employment and Skills to approve draft Supplementary Planning Documents, other planning guidance and Development Plan consultation material to be issued prior to pre-Publication (Regulation 19 of the The Town and Country Planning (Local Planning) (England) Regulations 2012) stage.

13.4 Cabinet approved the revocation of the existing Supplementary Planning Guidance and Supplementary Planning Documents as set out in Appendix 2.

14. South Kilburn Draft Supplementary Planning Document

Councillor Shama Tatler, Cabinet Member for Regeneration, Growth, Employment and Skills, introduced the report reminding Members that that the regeneration of

South Kilburn Growth Area and more particularly the South Kilburn Estate led by the Council over the last decade has been one of the most transformational changes to have occurred in the Borough.

The regeneration which is approaching its half way stage on the estate has resulted in approximately 1000 dwellings either being completed or about to start on site, of which over 500 will be replacements for social rented properties of existing tenants on the estate.

Councillor Tatler stated that the report sets out the rationale on the need for consultation on a draft South Kilburn Supplementary Planning Document. It provides an overview of the delivery of the 2005 South Kilburn Supplementary Planning Document. It provides some background on the South Kilburn estate masterplan review (completed in December 2016) which will set out a framework for the continued regeneration of the estate in the years ahead.

She highlighted to Cabinet Members that this report identifies the need to formalise this review through pertinent elements being incorporated into a new Supplementary Planning Document (SPD), which will then have weight as a material consideration in the determination of planning applications. Adoption of a Supplementary Planning Document will require processes to be undertaken in accordance with regulations, including a formal consultation stage.

RESOLVED:

14.1 Cabinet approved the draft South Kilburn Supplementary Planning Document for consultation.

14.2 Cabinet delegated approval of editorial changes of the draft Supplementary Planning Document to the Strategic Director of Regeneration and Environment.

15. Appointment of Architecturally Led Multidisciplinary Design for Queens Park/ Cullen House site South Kilburn

Councillor Shama Tatler, Cabinet Member for Regeneration, Growth, Employment and Skills, introduced the report seeking Cabinet's approval to the extension and variation to the existing contract for an architect, Maccreanor Lavington Architects and for the appointment of a wider consultant team; for the completion of a s73/s96a application for minor material amendment or for non-material amendments and for the completion of design works to the consented scheme.

She stated that the appointments, if approved would take forward the comprehensive redevelopment of Cullen House, Keniston Press, TfL offices at Premier House and the Falcon Public House and associated car parks.

This development has been stalled since 2012 due to safeguarding of the site by HS2 for a proposed ventilation shaft and auto transformer. This HS2 safeguarding is now removed from this site enabling the project to recommence.

RESOLVED:

- 15.1 Cabinet approved: (i) the extension and variation to the contract with Maccreeanor Lavington Architects (ii) the appointment of a wider consultant team (iii) the completion of a s73/s96a application for minor material amendment or non-material amendments to the consented scheme.
- 15.2 Cabinet approved an exemption pursuant to Contract Standing Order 84 (a) from the requirement to seek quotes in respect of the consultants' appointments set out in paragraph 3.8 for the reasons detailed therein.

16. **Exclusion of Press and Public**

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

18. **Any other urgent business**

It was agreed to take this as an urgent item following the need to abort the tender process for award of the new Salmon Street supported living provision, and there was now a requirement to undertake a direct contract award urgently to ensure the service could mobilise in the required timescales.

Councillor Krupesh Hirani, Lead Member for Community Wellbeing, introduced the report.

He stated that, as the current service is closing, there is no opportunity to delay mobilisation of the new service at Salmon Street. The 5 people affected by the closure of their care home are vulnerable adults with autism who have very high care and support needs and who would be unable to cope with any sudden changes to their living circumstances and care arrangements and therefore Adult Services have been working very closely with the individuals and their families to prepare them for a move to Salmon Street.

Due to the urgency of finding a provider who can mobilise the Supported Living Service at Salmon Street within the previously agreed timescales, a direct award of a 12 month contract to Dimensions UK LTD is considered to be the best option to mitigate the impact on this group of vulnerable adults.


RESOLVED:

- 18.1 Cabinet approved an exemption pursuant to Contract Standing Order 84(a) of the requirement to tender a twelve month contract for care and support services at Salmon Street Supported Living Scheme for good operational and financial reasons as detailed in Section 4 of the urgent item supplementary.
- 18.2 Cabinet approved the award of a twelve month contract for care and support services at Salmon Street Supported Living Scheme to Dimensions UK Ltd. at a contract value of £455,000.

The meeting ended at 19:49pm.

M BUTT
Chair

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|  Brent | <p style="text-align: center;">Cabinet 13 March 2017</p> <p style="text-align: center;">Report from Chief Executive's Department</p> |
| <p style="text-align: right;">Wards affected: ALL</p> | |
| <p>Integrated Finance & Performance Report – Q3 2016/17</p> | |

1.0 Summary

- 1.1 This integrated Finance and Performance Report brings together both financial and performance information to provide an overview of Council performance in Quarter 3 2016/17 (Q3).
- 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 – Q3 2016/17
 - **Appendix C** – Performance Scorecard – Q3 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 Q3.

4.0 Financial Implications

4.1 This integrated report aligns the Council's financial position and current level of performance in Q3 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 – Q3 2016/17

Appendix C – Performance Scorecard – Q3 2016/17

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Appendix A

| | |
|---|---|
|  Brent | <p style="text-align: center;">Cabinet 13 March 2017</p> <p style="text-align: center;">Report from the Chief Finance Officer</p> |
| <p>Wards affected: ALL</p> | |
| <p>Financial Forecast 2016/17</p> | |

1 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 £0.5m 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, and £3.1m against the Housing Revenue Account (HRA).

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 budget proposals published in February 2017 were 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 | 43.6 | 2.8 |
| Community Wellbeing | 196.6 | 75.1 | 121.5 | 124.6 | 3.1 |
| Regeneration & Environment | 72 | 38.4 | 33.6 | 29.9 | (3.7) |
| Resources | 47.9 | 16.6 | 31.3 | 33.1 | 1.8 |
| PPP | 11.4 | 0.8 | 10.6 | 10.6 | 0 |
| Corporate financing | 45.8 | 40 | 2.3 | (2.2) | (4.5) |
| Total (General fund) | 441.1 | 197.5 | 240.1 | 239.6 | (0.5) |
| DSG funded activity | 206.3 | 206.3 | 0 | (0.9) | (0.9) |
| HRA funded activity | 53 | 53 | 0 | (3.1) | (3.1) |
| Overall position | 697.3 | 456.8 | 240.5 | 235.8 | (4.7) |

2 Recommendation

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

3 Detail

Regeneration & Environment

3.1 Table One, below, summarises the departmental position.

Table One: 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

| Service Area | Expenditure | Income | Net Budget | Forecast | Forecast Variance |
|--|--------------------|---------------|-------------------|-----------------|--------------------------|
| | £m | £m | £m | £m | £m |
| 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 |
| Sub total | 57.9 | (27.6) | 30.3 | 28.1 | (2.2) |
| 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) |
| Sub total | 14.1 | (10.8) | 3.3 | 1.8 | (1.5) |
| Total | 72.0 | (38.4) | 33.6 | 29.9 | (3.7) |

3.2 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.

3.3 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.

3.4 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.

3.5 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.

Children and Young People

3.6 Table Two, below, summarises the departmental position.

Table Two: CYP financial position 2016/17

An overspend of £2.8m 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 | 8.8 | 1.1 |
| Looked after children and permanency | 6.8 | (0.2) | 6.6 | 6.5 | (0.1) |
| Partnership, Planning and Performance (Placements) | 16.1 | (2.2) | 13.9 | 16.1 | 2.2 |
| Other GF supported activity | 36.8 | (24.2) | 12.6 | 12.2 | (0.4) |
| General Fund Total | 67.4 | (26.6) | 40.8 | 43.6 | 2.8 |

3.7 The 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. Management continue to work with Human Resources to market and recruit permanent staff, and 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.

3.8 The Placements budget is substantially overspent at £2.2m above budget. This forecast has increased by £0.3m due to 3 additional residential and 1 secure accommodation placement having to be made during November. Across the placements budget there is an under delivery of a directed saving of £0.7m, which was expected to be achieved by moving children to lower cost placements. Alongside this, the LAC population has risen from 326 on 31 January 2016 to 351 by December 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. This in turn is creating pressure on the care leaver and semi-independent care budget. An external consultancy, Impower, have produced a review on whether alternative ways of managing the demand might be employed to reduce costs, and CYP management are considering the findings. A recruitment campaign to take on more in-house foster carers, so improving the durability of placements at lower cost, is ongoing.

3.9 The department may also have duties under the Children Act to families who have been classed as intentionally homeless. At present an overspend of £0.3m 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.

3.10 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. The national transfer scheme for UASC should now start to reduce numbers, and CYP management are tightening procedures to ensure UASC grant support from the Home Office is maximised.

3.11 The department has generated net underspends of £0.4m on other activity to mitigate the overspend, through expenditure controls, and this will be recurring in 2017/18. There is a risk of a continued overspend in 2017/18, as in order for the structural position to be in balance, the following mitigating actions will need to be delivered in full;

- Spending reduction of 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 £0.5m savings;
- The integrated housing and children's services team can deliver cost reductions of £0.3m; and
- The UASC dispersal programme begins to operate nationally as expected.
- Approved savings for 2017/18 are delivered.

3.12 In order to reduce the overspend, 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.

The management team are working with finance to scrutinise pre-paid card and purchase order expenditure across CYP, with consideration of Operational Directors approving any spend over £1K. The entry to care panel will be chaired by an operational Director rather than Head of Service from January 2016 to manage demand.

Community Well-Being

3.13 Table Three, below, summarises the departmental position.

Table Three: CWB financial position 2016/17

An overspend of £3.1m 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 | 11.2 | (8.5) | 2.7 | 3.0 | 0.3 |
| Mental Health | 7.2 | (2.5) | 4.7 | 5.0 | 0.3 |
| Reablement and Safeguarding | 40.6 | (4.3) | 36.3 | 37.6 | 1.5 |
| Support Planning and Review | 46.5 | (10.0) | 36.5 | 37.9 | 1.5 |
| Public Health | 22.5 | 0.0 | 22.5 | 22.5 | 0.0 |
| Total | 196.6 | (75.1) | 121.5 | 124.6 | 3.1 |

3.14 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.

3.15 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.

3.16 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 department's revenue budget of £2.9m, which will be partially offset by underspends in the capital programme (£0.9m) and correspondingly lower debt charges (shown in the corporate items section of this report).

3.17 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.

3.18 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.

3.19 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.

3.20 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 £0.3m 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.

3.21 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.

3.22 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.

3.23 Taken together these reduce the forecast overspend to £3.1m in 2016/17.

3.24 Work is underway to identify the planned £1m savings in public health. 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.

3.25 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.

HRA

3.26 The current financial position of the HRA is showing a forecast underspend of £3.1m for 2016/17. A number of small variances are expected but the main contributors to the overall underspend are:

- Warden services and concierge - underspend of £0.9m. This is as a result of savings anticipated from the retendering of warden and concierge services.
- Leaseholders major works income - underspend of £1.0m. This is due to the increase in the anticipated leasehold major works income as a result of section 20's now issued for Fire Safety works which was not budgeted for.
- Capital financing charges - underspend of £1.5m. This is due to the reduction in the forecast of long term borrowings and the premium on early repayment charges.

Resources & PPP

3.27 Table four below, summarises the departmental position.

Table four: Resources & PPP financial position 2016/17

An overspend of £1.8m is forecast, principally caused by overspend in Legal

| Service Area | Expenditure | Income | Net Budget | Forecast spend | Variance |
|-------------------|-------------|--------------|-------------|----------------|------------|
| | £m | £m | £m | £m | £m |
| Director's Office | 1.2 | - 0.4 | 0.8 | 0.8 | 0.0 |
| Finance | 3.7 | -0.1 | 3.6 | 3.7 | 0.1 |
| Legal | 2.9 | -0.9 | 2.0 | 3.0 | 1.0 |
| Property | 14.8 | - 9.3 | 5.5 | 5.6 | 0.1 |
| Customer Services | 15.4 | -3.6 | 11.8 | 12.1 | 0.3 |
| Digital Services | 7.1 | -1.9 | 5.2 | 5.2 | 0.0 |
| Human Resources | 2.8 | -0.4 | 2.4 | 2.7 | 0.3 |
| Sub-Total | 47.9 | -16.6 | 31.3 | 33.1 | 1.8 |
| PPP | 11.4 | -0.8 | 10.6 | 10.6 | 0.0 |
| Total | 59.3 | -17.4 | 41.9 | 43.7 | 1.8 |

3.27 Of the items causing the £1.8m overspend in Resources in 2016/17, all items are currently on track to be delivered by 2017/18, except the Legal overspend of £1m.. A staffing restructure has taken place and reduces the pressure into 2017/18 to £0.7m. A plan is being developed to resolve the remainder of this overspend.

3.28 Finance, HR and Property have one-off overspends and there are action plans to ensure that in none of these services will overspends continue into 2017/18. The Resources Director's budget and Digital Services are on track to balance their budgets.

3.29 Customer Services is overspending by £0.3m. This is made up of two different structural issues. £0.2m of Registration & Nationality income targets were set in a year, when a change in Government policy caused a one-off income spike and the Barnet contract has not met its anticipated benefit of £50k. There is also £0.1m of costs in Finance Service Centre, due to a combination of staff being at the top of linked grades and unbudgeted supplies and services spend. This will be solved with a large department-wide restructure in 2017/18 alongside expected growth in income.

3.30 PPP is on track to deliver to budget in 2016/17.

3.31 Overall, the forecast overspend is expected to be £1.8m in 2016/17.

3.32 Subject to the forecasting uncertainties, the budget in 2017/18 should be in balance provided that the following savings and income targets are delivered:

- £0.5m of back-office savings in Resources will be met through the Customer Services restructure; delays in the restructure might cause temporary overspends
- Digital Services delivers on its additional sale;
- Property delivers on all of its £0.5m savings from extra income and contract savings in 2017/18
- Conference & Events (within Resources Director) delivers on its mitigating action of £0.2m extra income target
- Successful plan to reduce costs in Legal

Conclusion

3.33 There are some budget pressures within 2016/17 that are potentially structural as may continue into 2017/18 if the issues causing them are not addressed. There are steps planned to address the structural overspend within Children and Young People, but some of this depends on the implementation of the dispersal programme for unaccompanied asylum seeking children, and is therefore outside the council's control. Similarly, there are plans to address the structural overspends in Community Well Being, and plans are being developed to address the pressures in Resources. Subject to these plans being delivered, no new major cost pressures emerging, and the savings agreed by full council being delivered, the council should be on budget in 2017/18.

4 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 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 Equality Implications

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

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Cabinet
13 March 2017

Report from
Chief Executive's Department

For Action

Wards affected:
ALL

Performance Report, Q3 (Oct - Dec.) 2016/17

1.0 Introduction

- 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. **Appendix A** provides supporting financial/budgetary commentary in relation to performance this quarter.

2 Recommendations

- 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 Performance Summary

- 3.1 There are currently 126 key indicators in the Q3 performance scorecard. Out of these, 99 indicators have a RAG status: 57 are on or above target (Green status), with a further 16 just off target (Amber status), leaving 26 significantly off target (Red status). A further 27 indicators are for contextual use.
- 3.2 The total number of Red RAG indicators has decreased from 30 in Q2 to 26 in Q3. In addition, there has been a significant reduction in the number of Amber indicators, a decrease from 22 in Q2 to 16 in Q3. This reflects an overall improvement in performance for the Council.

- 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, has placed another 13 people into jobs this quarter. Although this missed the Q3 period target by 1, there is strong performance overall of 45 employment outcomes achieved against the year to date (YTD) target of 23.
 - Other new baseline indicators for Brent Start include enrolment, retention and achievement rates. Strong performance across these has been maintained in Q3 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:
- There has been a major shift of focus towards employment outcomes in Brent with the integration of the employment and skills services in 2015/16. Performance for employment outcomes is still Red RAG - 89 employment outcomes year to date (YTD) compared to a target of 121. There are still further employment starts awaited from the December cohort, namely with Fiorelli, Premier Inn and the Council itself (5 in total).
 - Apprenticeship outcomes are off target in Q3 with 17 outcomes achieved YTD against a target of 30 outcomes (Red RAG). However, performance is expected to show improvement next quarter as there are a further 3 new January starts expected for work done in December.

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, there was 1 further group recorded for Q3 which exceeds target (Green RAG). There is very good partnership working taking place between the Council and its partners in this area which should help set a robust baseline for next year.

Regeneration

- 3.7 All three of the planning indicators have again shown improvement in this quarter. Overall performance is mixed with one Green, one Amber and one Red RAG:
- Major application determined within 13 weeks (83.44% provisional actual YTD, 82% target, Green RAG). There has been an improvement over the course of the year due to a better focus on improving productivity and application timescales.
 - Minor applications determined within 8 weeks (73.89% provisional actual YTD, 76% target, Amber RAG). Overall performance has improved over the year with the Q3 snapshot figure at 85.25%. However, the average over the year has suffered due to poor performance in Q1 (53.73%). We are expecting that Q4 will be another strong quarter and will increase the overall average.
 - Other applications determined within 8 weeks (75.74% provisional actual YTD, 82% target, Red RAG). Performance over the year has followed a similar trend to that of the previous indicator (minor application in 8 weeks) in that Q1 performance has negatively affected the average. We are expecting that the Q4 performance will remain strong but it is unlikely that the full year target will be met.
- 3.8 The Service has undergone significant changes this financial year, alongside a large increase in the number of applications submitted, which has led to sustained pressure on Planning staff. However, performance is showing a positive trend and the service expects it to continue to improve.

Promoting Fair Pay – London Living Wage

- 3.9 With 10 London Living Wage (LLW) signups achieved YTD against our target of 20 we are further below target in Q3 (Red RAG). There is an outreach plan (pending approval) which should strengthen work in this area and an industry-specific event planned for February 2017 which will discuss LLW implications in local facilities services businesses.

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. There is a 2 percentage point increase in the schools judged as Good or Outstanding in Q3 after The Crest Academy and JFS were included in this category (Green RAG). Now 96% of pupils are attending Brent schools rated as Good or Outstanding (95% YTD target, Green 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 remain below target:
- NEG 2 is now showing a positive direction of travel between Q2 and Q3, from 57% to 74% and currently has an Amber RAG status. Where previously several children exiting NEG 2 did not take up NEG 3 and NEG 4, there are now increasing registrations for the latter. The Grant team has been doing a lot of outreach work to raise awareness of NEG 2 both internally and via partner organisations, advertising on billboards and external events which has led to a significant improvement in performance.
- 3.12 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 Q3 figure has dipped to 49% from 51% in the previous quarter, and the 49% YTD performance against a target of 58% means that this indicator has a Red RAG status.

Supporting Vulnerable Children

- 3.13 The underperformance of Looked After Children (LAC) placed with foster carers (still at 67% actual YTD in Q3, 75% target, Red RAG) is acutely impacted by the increasing number of UASC who are approaching the Council for support. The proportion of UASC out of all LAC has been consistently increasing since 2015 and there are now 82 UASC in Brent's care. 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.
- 3.14 Personal Education Plans for children in care are subject to termly reviews and 96% of PEPs were reviewed up to 31st December 2016 (target 100%) giving an Amber RAG. The final 4% of PEPs that were not completed within timescale were prioritised for January 2017.
- 3.15 The percentage of social workers on permanent contract remains a challenge for the organisation (63% actual YTD, 75% target, Red RAG). This indicator measures the percentage of all permanently employed social work staff but there is significant variation within the salary bands. Performance is improved when permanent staff members within basic grade social worker posts are considered (currently at 72%). It is more difficult to recruit to social work management and experienced social worker positions. Currently 53% of management and 31% of senior social worker/advanced practitioner roles are filled by permanent staff. A recruitment and workforce strategy, informed by iMPower research, is in development and aims to improve performance in this area.

Supporting Vulnerable Adults:

Independent Living and Direct Payments

- 3.16 There has been a further improvement 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 Q3 with 62% YTD against a target of 75%. Although it is Red RAG, the direction of travel is good considering the service recently underwent a lot of change. The new service went live in September 2016, and new providers started in October 2016.

- The Q3 figure for Direct Payments is 21.84% YTD against a target of 24.61% which is Red. However, it is still showing a positive direction of travel which is reflective of the good work done on promoting Direct Payments and resolving the issues the service had previously. Any delays 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.
- 3.17 There has been improved performance with safeguarding outcomes, however performance has been significantly below target with carers assessments and information and guidance signposting:
- The proportion of outcomes that are recorded as fully met for safeguarding investigations has improved again in Q3 and has now met target (80% and Green RAG). It is now on track to achieving the year-end target.
 - Unfortunately the Q3 figures for carers' assessments shows very low performance at 568 YTD, against a target of 1,162 (Red RAG). 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 performing better this quarter, up from 32% in Q2 to 34.23% in Q3. Although it is currently below target (40% target) and has been Red all year, it is further impacted by a service restructure which is impacting data collection at the moment. The service is expected to achieve the year-end target due to the introduction and embedding of new collection processes.

Residential and Nursing care

- 3.18 Performance in the area of residential and nursing care and providing the most appropriate type of accommodation remains challenging, especially in the over 65s category:
- The increase in the number of people aged 18 - 64 in residential and nursing care (actual YTD is 9 against a target of 5, 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 April 2017.

- Similarly the increase in people aged 65 and above in residential and nursing care (actual YTD is 96 against a target of 59, Red RAG) is also 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 April 2017 and should ease demand on residential and nursing care.

Public Health and Wellbeing (including Sports)

- 3.19 Public Health services are performing well overall and our Q3 figures reflect a continuing positive trend across all indicators. Performance was strong for the percentage of people taking up the offer of a health check and for new birth visits within 14 days which saw a 12.7% increase from the same period last year (79.3%) when the service moved over to the local authority. Performance is significantly above the national average for opiates treatment (Green RAG), a significant improvement from last year.
- 3.20 The borough continues to do consistently well for sports visits to council-run sports centres both for dry visits (non-swimming) and for swims. Further details are in paragraph 3.30 below.

Better Place:

Housing Supply - Homelessness and Temporary Accommodation:

- 3.21 There has been strong performance in homelessness prevention activities and the number of accepted homeless cases. Although homeless prevention has not met target this quarter, this was due to the temporary impact of an internal service restructure. The number of accepted homeless is performing strongly again and continues to reflect performance above target (Green RAG).
- 3.22 Performance against temporary accommodation is worsening in Q3. The overall number of households living in non-self-contained Bed & Breakfast (B&B) for more than 6 weeks remains at 5 households (Q3 YTD) against a target of 0 (Red RAG). The borough still has a high number of households in non-self-contained Bed and Breakfasts although numbers have reduced with 27 households against a target of 5 YTD (Red RAG). Similarly there is a higher than target number of households in Temporary Accommodation overall (actual YTD - 2,894, target – 2,759, Red RAG status) and the number of households

impacted by the overall benefit cap (OBC) in temporary accommodation is significantly improved (actual YTD now at 102 against a target of 150, 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

- 3.23 A range of initiatives to increase and improve housing supply in the borough are still showing steady performance in Q3. Licensing of HMOs and additional and selective dwelling and dwellings improved through enforcement action all performed above target (Green RAG status) as did bringing empty properties back into use. Performance is promising, mainly due to the effects of the Selective and Additional licence take up schemes. However, there is still scope for improvement and the Council has just completed a consultation that proposes to increase Selective licensing to all or other parts of the borough (report due to go to Cabinet in March 2017).
- 3.24 Brent Housing Partnership (BHP) is closely monitoring the day to day operations ensure performance is improved. Standard void turnaround performance is 22.83 days year to date now as compared to 30.7 in March 2016. Performance overall is now back on target with a Q3 actual of 22.83 against a target of 24 (Green RAG). In addition, the percentage of properties with a valid gas certificate has remained at 99.98% (against 100% target, Amber RAG) but issues affecting Q3 figures have been dealt with and performance should meet target by the end of the year.

Sustainable Environment

Attractiveness of the Public Realm

- 3.25 Continuing the trend from last quarter, 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. This includes the traditionally challenging period over autumn and Christmas where the borough sees shorter days, leaf fall and increased waste levels.
- 3.26 The number of reported illegally dumped waste incidents continues to rise and the RAG status remains Red in Q3. This is due to the increase in resident awareness about the issue and the ease with which dump sites can now be reported (actual YTD – 13,598 reports against a target of 9,000). The service continues to promote the “Love Where You Live” campaign and is also focussing on 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

- 3.27 Brent continues to perform significantly below target (Red RAG) for municipal waste tonnages sent to landfill (actual YTD – 53,851 tonnes, against a target of 41,760). This is affected directly by the significant amount of new builds across Brent making it 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

- 3.28 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 in recent years. 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. This indicator is reported in arrears with the latest available figure of 134 first time entrants aged 10 to 17 for July 2015 to June 2016 (rolling full year) against a target of 157 (Green RAG).

- 3.29 The strong performance of the Youth Offending service is also reflected by the decreasing rate of reoffending per cohort of young offenders. It now stands at 39.5% against a target of 43.2% (Green RAG). This rate is now 3.5% less than the London rate (Youth Justice Board).

Arts and Leisure Facilities

- 3.30 Brent sports centres are performing above target for sport centre visits (Green RAG status) although there has been a dip in overall visits across the borough between Q2 and Q3. Reasons for this could be the opening of a new private facility in Wembley but whether this is a temporary or long term effect is not yet clear.
- 3.31 The number of physical visits to libraries has picked up in Q3 with an actual figure of 603,754 for the quarter (October to December) compared to 540,883 in the previous quarter (July to September). It is currently Amber RAG, improved from Red last quarter. The number of online interactions has decreased in the same period 796,630 this quarter compared to 882,272 last quarter although the status is currently Green RAG. Larger libraries have enjoyed increased footfall due to local events and the opening of a new café in Willesden library but smaller libraries have not fared so well even though they have met targets for overall items issued.
- 3.32 We are currently still Amber for library stock issued with a YTD actual figure of 797,988 against a target of 815,299. Several measures were implemented to mitigate falling performance and were very successful, including scheduled events, class visits. Better displays and investment in local languages. However, the Outreach and Home library service has declined somewhat due to its planned reduction last year.

Better Local:

Customer Care

- 3.33 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 (ACD system) still remain below target at 85% again (target – 90%, Red status). There is ongoing activity across the Council to improve monitoring and our overall level of customer care performance. These include further emphasis on the Customer Promise Scorecard and the identification of hotspot areas across the Council that require extra attention. Improvements in performance are expected to show from Q4 onwards.

Complaints and Information Requests

- 3.34 This quarter, Stage 1 statutory and corporate (non-statutory) complaints are being reported separately to allow for a clearer reflection of performance and to be consistent with our internal reporting. Overall complaints performance remains below the 100% target:
- Stage 1 corporate complaints: actual YTD – 95%, target 100%, Amber RAG status. This is a slight decrease (1% between Q2 and Q3). However, there is an improvement compared to last year and there continues to be a strong focus on improving timeliness of responses at the first stage.
 - Stage 1 statutory complaints: actual YTD – 93%, target 100%, Red RAG status. There is a much more apparent decrease for statutory complaints performance responded to within timescale (a 7% decrease between Q2 and Q3). There is a lower volume of statutory cases as compared to corporate ones, typically 30 – 50 per quarter. Statutory cases tend to be more complex and therefore missing the deadline on small number of cases can significantly affect the overall percentage rate. However, the YTD position for 2016/17 is an improvement on the previous year. This still needs to improve and the timeliness of stage 1 responses continues to be monitored across the Council.
 - Stage 2 corporate complaints: actual YTD – 81%, target – 100%, Red RAG. Performance on corporate complaints is significantly below target. Figures have fluctuated over the year so far for a variety of reasons but there are measures in place to address issues with resourcing and delays in getting feedback. We are expecting performance to improve in Q4.
 - Stage 2 statutory complaints: actual YTD – 59%, target 100%, Red RAG status. There has been a significant decrease in

performance between Q2 and Q3 (71% in Q2 to 50% in Q3). Statutory stage 2 investigations are complex but the volume of cases tends to be lower. Therefore any delays are due to individual case complexity. Work is ongoing to improve performance in this area.

- 3.35 Freedom of Information requests responded in time fell slightly in Q3 to 95% against a target of 100% (Amber RAG). This was mainly due to late cases in Housing Needs and Parking caused by resourcing issues and training needs.
- 3.36 Timeliness of response to member enquiries has also dropped slightly from 97% in Q2 to 95% in Q3 (Amber RAG) although the volume of member enquiries has increased significantly this year. Overall performance to date is 96% against a target of 100% (Amber RAG status).

Corporate Health

Council Revenue

- 3.37 The percentage of Council Tax collected is on target and performing well (Green RAG status) yet again in Q3. However the value of Council Tax arrears collected continues to underperform due to arrears affected by transfers and refunds from April 2016 (actual £1.7m, target £2.2m, Red RAG). Clearing the arrears is being prioritised with a more concentrated focus on resourcing that area of the service.
- 3.38 The percentage of invoices paid on time is still below target due to a large backlog of invoices (actual YTD – 80%, target 95%, Red RAG). Focussed training has been given to staff that use the Oracle system to process invoices and further training is planned Performance is expected to increase substantially in by the end of the financial year.
- 3.39 Registration and Nationality income is currently below target and ragged Red at £625k against a target of £810k. The target is based on performance from previous financial years and may not be reflective of current and future projections due to a recent change in Home Office policy. The criteria for attainable income through marriage and citizenship are now different and this has affected performance this year.

4.0 Financial implications

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 Diversity 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 Contact officer

Peter Gadsdon, Director, Performance, Policy and Partnerships
Brent Civic Centre, Engineers Way, Wembley, Middlesex, HA9 0FJ.
020 8937 1400

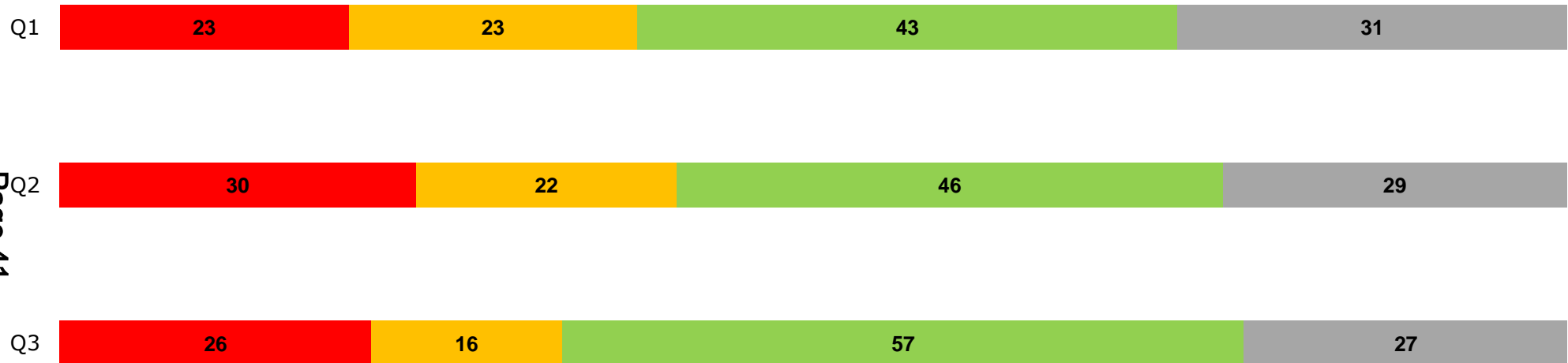
PETER GADSDON

Director, Performance, Policy And Partnerships

Borough Plan and Brent 2020 Performance Summary – Quarter 3 (October 2016 to December 2016)

How did Brent perform?

Legend: Red Amber Green Contextual



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Quarter 3 – Performance summary of priorities



Borough Plan and Brent 2020 Performance Summary – Quarter 3 (October 2016 to December 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*

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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% | 71.43% | 88.89% | 90.01% (Provisional) | - | 83.44% | 82% | Bigger is Better | Green | | | Performance over the year has improved with each quarter. This reflects a renewed focus on improving productivity and planning application timescales. | Amar Dave | Clr Tatler |
| NI 157b - Percentage of minor applications determined in 8 weeks, or formally agreed period | 73.2% | 53.73% | 82.69% | 85.25% (Provisional) | - | 73.89% | 76% | Bigger is Better | Amber | | | Performance in Q2 is significantly better than Q1, and also the 15/16 outturn. However the YTD has been pulled down because of the Q1 performance. Provisional (unverified) data for Q3 indicates another strong quarter which should improve YTD next time. | Amar Dave | Clr Tatler |
| NI 157c - Percentage of other applications determined in 8 weeks, or formally agreed period | 81.8% | 57.70% | 83.95% | 85.57% (Provisional) | - | 75.74% | 82% | Bigger is Better | Red | | | Performance in Q2 (and provisional figure for Q3) is better than Q1, reflecting more reasonable workloads and ability to progress applications in a more timely way. The YTD has been pulled down because of the Q1 performance, although once Q3 is included this will increase. A similar performance in Q4 will bring YTD close to the target, but might not meet it. | Amar Dave | Clr Tatler |

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 | 20 | - | 89 | 121 | Bigger is Better | Red | Employment & Skills | - | We are awaiting further starts from recruitment in December 2016. These include Premier Inn: 3, Fiorelli: 1, and Brent Council: 1 | Amar Dave | Clr Tatler |
| HE 83 - Earnings - London Living Wage signups | 17 | 6 | 2 | 2 | - | 10 | 20 | Bigger is Better | Red | Employment & Skills | - | 0 accreditations for December, currently putting together a new outreach plan to be approved by the lead member in January. An industry specific event is being planned for the 20th February for the facilities services to discuss the implications of the Living wage in their businesses. The event will feature KMPG, Living wage foundation and British facilities management industry body here at the Civic centre. | Amar Dave | Clr Tatler |
| HE 84 - Priority Areas - The Living Room - Employment Outcomes | 45 | 16 | 16 | 13 | - | 45 | 23 | Bigger is Better | Green | Employment & Skills | - | Missed quarterly target by 1 due to Christmas period and the level of engagements being significantly lower. However, on target against the YTD target. | Amar Dave | Clr Tatler |
| HE 89 - Brent Works - Apprenticeship Outcomes | New for 2016/17 | 14 | 2 | 1 | - | 17 | 30 | Bigger is Better | Red | Employment & Skills | - | We have starts expected for January 2017 for work done in December: Wates: 1, MPA Coaching 1, Villa Chase: 1 | Amar Dave | Clr Tatler |
| HE 90 - New Business Groups formed | New for 2016/17 | 3 | 0 | 1 | - | 4 | 2 | Bigger is Better | Green | Business & Housing | - | Regular meetings are taking place amongst the business associations with businesses taking the lead on setting up dates and inviting Officers and Members. | Amar Dave | Clr Tatler |
| HE 91 - Brent Starts Enrolments | New for 2016/17 | 1,174 | 1,448 | 530 | - | 3,152 | 2,790 | 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 | Clr Tatler |
| HE 92 - Brent Starts Retention | New for 2016/17 | 91.80% | 92% | 92% | - | 92% | 92% | Bigger is Better | Green | Employment & Skills | - | This is on target and is monitored ongoing through the MIS performance information. | Amar Dave | Clr Tatler |
| HE 93 - Brent Starts Achievement Rate | New for 2016/17 | 89.50% | 95% | 91% | - | 91% | 91% | Bigger is Better | Green | Employment & Skills | - | This is on target and is monitored ongoing through the MIS performance information. | Amar Dave | Clr Tatler |

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

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 | - | 0 | - | Contextual | | | - | | Peter Gadsdon | Clr McLennan |

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 | 0 | - | 60 | 60 | Bigger is Better | Green | | - | The target number of new reception places were provided in the target quarter (Q2). This also means the annual target was met in Q2. No further places have been provided in Q3. | Amar Dave | Clr Tatler |
| PP 22 - New primary school places created | 1,785 | 780 | 0 | 0 | - | 780 | 780 | Bigger is Better | Green | | - | No new primary school places were provided in Q3. This is in line with the Q3 target. Further places are forecasted to be provided in Q4. | Amar Dave | Clr Tatler |
| Percentage of schools that are judged good or outstanding by Ofsted | 91% | 91% | 94% | 96% | - | 96% | 95% | Bigger is Better | Green | Employment & Skills | 88 (Prim'y) 86 (2ndary) LGInform 2014/15 academic year | The overall figure has increased in Q3 by 2.5 percentage points. This is because two secondary schools were judged Good (The Crest Academy previously Inadequate and JFS previously Requires Improvement). | Gail Tolley | Clr Patel |
| Number of primary schools that are judged good or outstanding by Ofsted | 51 | 52 | 53 | 53 | - | 53 | 51 | Bigger is Better | Green | Employment & Skills | - | No change in Q3 The three primary schools inspected in Q3 remained Good. | Gail Tolley | Clr Patel |
| Number of secondary schools that are judged good or outstanding by Ofsted | 10 | 10 | 11 | 13 | - | 13 | 11 | Bigger is Better | Green | Employment & Skills | - | The Crest Academy and JFS were judged Good in Q3. | Gail Tolley | Clr Patel |
| Percentage of pupils attending Brent schools that are judged as being either good or outstanding | 86% | 86% | 90% | 97% | - | 97% | 95% | Bigger is Better | Green | Employment & Skills | - | The overall proportion of pupils educated in good and outstanding schools increased by 6.9 percentage points in Q3 because two large secondary schools were judged Good (The Crest Academy and JFS). | Gail Tolley | Clr Patel |
| Take up of the 2 year old Nursery Education Grant (%) | 66% | 62% | 57% | 74% | - | 74% | 75% | Bigger is Better | Amber | Employment & Skills | - | The numbers of children being registered for NEG2 continues to increase. | Gail Tolley | Clr Patel |
| 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 | 0 | Smaller is Better | Green | Employment & Skills | - | | Gail Tolley | Clr Patel |
| 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 | 0 | Smaller is Better | Green | Employment & Skills | - | | Gail Tolley | Clr Patel |
| 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 | 0 | Smaller is Better | Green | Employment & Skills | - | | Gail Tolley | Clr Patel |
| Percentage of 16 to 18 year olds who are not in education, employment or training (NEET) | 2.6% | 2.2% | 3.3% | 2.4% | - | 2.4% | 3.5% (annual target) | Smaller is Better | Green | Employment & Skills | 13th nationally In 2014/15 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 Q4. | Gail Tolley | Clr Patel |
| Percentage of care leavers in education, employment or training | 56.8% | 48% | 51% | 49% | - | 49% | 58% | Bigger is Better | Red | Employment & Skills | 47.6% Department for Education 2014/15 | The cohort includes a proportion of former 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 Patel |

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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% | - | 67% | 75% | Bigger is Better | Red | Demand Management | 76.4% Department for Education 2014/15 | There were 82 UASC in the Local Authority's care as at 31/12/16 compared to 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 19.2% at 31/12/16. | Gail Tolley | ClIr Patel |
| CSE 01 - The number of Child Sexual Exploitation suspicions | 36 | 14 | 10 | 7 | - | 7 | - | Contextual | | Regeneration | - | | Amar Dave | ClIr Miller |
| CSE 02 - The number of Child Sexual Exploitation related crimes | 22 | 5 | 3 | 10 | - | 10 | - | Contextual | | Regeneration | - | | Amar Dave | ClIr Miller |
| CSE 03 - The number of Child Sexual Exploitation disruptions | 10 | 12 | 9 | 21 | - | 21 | - | Contextual | | | - | | Amar Dave | ClIr Miller |
| CSE 04 - The number of detections (Child Sexual Exploitation flagged) | 8 | 0 | 0 | 0 | - | 0 | - | Contextual | | | - | | Amar Dave | ClIr Miller |
| Percentage of Looked After Children with an up to date Personal Education Plan | 69% | 90.25% | 95.92% | 96.0% | - | 96.0% | 100% | Bigger is Better | Amber | Employment & Skills | - | The 4% of PEPs not completed within statutory time scales are prioritised for completion in January 2017. | Gail Tolley | ClIr Patel |
| Percentage of social workers on a permanent contract | 68% | 63% | 61% | 63% | - | 63% | 75% | Bigger is Better | Red | Demand Management | - | This indicator measures the percentage of all permanently employed social work staff. There is significant variation within the salary bands. Performance is improved when permanent staff within basic grade social worker posts (PO1/2) are considered – 72%. It is more difficult to recruit to social work management and experienced social worker positions. Currently 53% of management and 31% of senior social worker/advanced practitioner roles are filled by permanent staff. A recruitment and workforce strategy, informed by iMPOWER research, are in development that aim to improve performance in this area. | Gail Tolley | ClIr Patel |
| Percentage of Looked After Children placed with In-House (Brent) foster carers | 31% | 32% | 27% | 29% | - | 29% | - | Contextual | | Demand Management | - | | Gail Tolley | ClIr Patel |
| Percentage of Looked After Children placed with independent fostering agencies | 26% | 25% | 25% | 25% | - | 25% | - | Contextual | | Demand Management | - | | Gail Tolley | ClIr Patel |
| Percentage of Looked After Children placed with relatives and friends | 13% | 12% | 13% | 12% | - | 12% | - | Contextual | | Demand Management | - | | Gail Tolley | ClIr Patel |
| Average days between a child entering care and moving in with its adoptive family, for those adopted | 494 | 554 | 536 | 523 | - | 523 | 550 | Smaller is Better | Green | Demand Management | 609 (statistical neighbours) Adoption Leadership Board (2012-15) | | Gail Tolley | ClIr Patel |
| Stability of placements of Looked After Children: 3 or more placement moves (%) | 12.5% | 1.1% | 3.7% | 10.8% | - | 10.8% | 13% (annual target) | Smaller is Better | Green | Demand Management | 9.2% (statistical neighbours) Department for Education 2014/15 | | Gail Tolley | ClIr Patel |

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% | 32.0% | 34.23% | - | 34.23% | 40% | Bigger is Better | Red | Demand Management | - | Data collection has improved, however there is more to do. We anticipate that we will achieve this indicator and that we will have improved data collection following the bedding in of the restructure and for the next quarter. | Phil Porter | ClIr Hirani |
| Making Safeguarding Personal: Proportion of outcomes that are recorded as fully met | 76.5% | 80% | 75% | 80% | - | 80% | 80% | Bigger is Better | Green | | - | We are on track to achieve this outcome. | Phil Porter | ClIr Hirani |
| ASC LPI 23 - Number of assessments & reviews of carers | 992 | 190 | 370 | 568 | - | 568 | 1162 | 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 the 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 year end target. | Phil Porter | ClIr Hirani |
| ASCOF 2D The outcome of short-term services: sequel to service (REABLEMENT) | 64.2% | 54% | 54% | 62% | - | 62% | 75% | Bigger is Better | Red | Demand Management | | The service is currently in a period of transition. The new integrated service has gone live, and we are in the early stages of implementation and new ways of working. We expect to see an improvement in achievement against this indicator as the service becomes more fully established. | Phil Porter | ClIr Hirani |
| ASCOF 1C (2A) - Proportion of people who use services that receive a direct payment | 21.6% | 20.5% | 20.78% | 21.84% | - | 21.84% | 24.61% | Bigger is Better | Red | Demand Management | | Direct payments are being promoted strongly and significant work has been done to both increase the uptake and to convert existing packages where appropriate. We are confident that we will meet our year end target, however, there is a time delay between identifying packages to be converted and these packages being loaded onto the system. There is a strong pipeline of converted packages to be added which will support us to achieve this target. | Phil Porter | ClIr Hirani |
| Number of admissions to residential & nursing care homes, 18-64 | 10 | 4 | 6 | 9 | - | 9 | 5 | 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 April. | Phil Porter | ClIr Hirani |
| No. of admissions to residential & nursing care homes, 65+ | 93 | 44 | 77 | 96 | - | 96 | 59 | 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 Vishram House becoming available, which is anticipated to happen in April 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% | 6.9% | 8.2% | - | 82% | 6.7% | Bigger is Better | Green | | - | Performance above national average. | Phil Porter | Cllr Hirani |
| PH 12 - % of clients waiting to start first intervention | 100% | 100% | 100% | 100% | - | 100% | 95% | Bigger is Better | Green | | - | No waiting times reported. Performance above national average. | Phil Porter | Cllr Hirani |
| % of New birth visits within 14 days | New for 2016/17 | 89% | 89% | 92% | - | 92% | 92% | Bigger is Better | Green | | - | Target reached in Q3, through active contract management by commissioner and successful recruitment by provider. Performance has increased from 79.3% since responsibility for commissioning transferred from the NHS to the Council (Q3 of 2015/16). | Phil Porter | Cllr Hirani |
| RS PH 03 - % of residents that complete a health check as a proportion of those offered | 55% | 34.0% | 68% | 58% | - | 52% | 45.0% | Bigger is Better | Green | | - | | Phil Porter | Cllr Hirani |

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% | 7% | - | 8% | 8% | Smaller is Better | Green | Regeneration | | Positive results for the quarter with full year performance expected to be within target. 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% | 3% | - | 3% | 6% | Smaller is Better | Green | | | Positive results for the quarter with full year performance expected to be within target. If full year scores are above target, the Public Realm contractor will incur a financial penalty. | Amar Dave | Clr Southwood |
| Tonnes of municipal waste sent to landfill | 68,351 | 18,275 | 18,155 | 17,421 | - | 53,851 | 41,760 | Smaller is Better | Red | | - | There has been an increase in municipal waste tonnages since 2014, reflecting the economic recovery nationwide as well as property growth within the borough, which is set to continue. 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. The cost for disposal of tonnage in excess of the contract target is 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 | 128 | - | 410 | 375 | Bigger is Better | Green | | - | 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. The enforcement team continues to perform strongly with appropriate enforcement action taken wherever evidence allows | Amar Dave | Clr Southwood |
| Number of waste enforcement cases investigated which lead to a sanctionable outcome | 630 | 192 | 149 | 189 | - | 530 | 375 | Bigger is Better | Green | | - | 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. The enforcement team continues to perform strongly with appropriate enforcement action taken wherever evidence allows | Amar Dave | Clr Southwood |
| Number of illegally dumped waste incidents reported on public land (large and small) | 13,197 | 4,822 | 5,278 | 3498 | - | 13,598 | 9,000 | 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 has 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 | 123 | 117 | 113 | - | 353 | 360 | Smaller is Better | Green | | | Kg per household is lower for Q3, reflecting seasonal trends. | Amar Dave | Clr Southwood |
| Household recyclables collected sent for reuse, recycling, recovery and composting | 40% | 41% | 41.5% | 39.0% | - | 41% | 45% | Bigger is Better | Amber | Regeneration | | This figure is reflective of the London-wide picture, where recycling rates have plateaued over recent years. As part of the waste minimisation work in partnership with Veolia, there are initiatives to improve performance through targeted projects to increase recycling from flats as well as improve communications and education campaigns for promotion of the Brent's recycling service. | Amar Dave | Clr Southwood |
| Average time taken to remove illegal dumped waste (days) | 0.74 | 0.79 | 0.81 | 0.81 | - | 0.8 | 1 | Smaller is Better | Green | Regeneration | | Despite increases in the number of reports to the Council, performance remains ahead of target. | Amar Dave | Clr Southwood |
| Gulleys regularly cleared | 94% | 97% | 98% | 98% | - | 98% | 92% | Bigger is Better | Green | | | For the month of December CA were scheduled to clean 1323 gullies. They attended 1337 and cleaned a total of 1311; parked cars and jammed covers prevented access to 26 gullies. CA did not work the w/c 26 December otherwise they would have achieved the target. Parked cars account for not achieving 100%. The contractor will return three times before requesting traffic management should obstructions remain. RAG status based on contract performance parameters under LoHAC | Amar Dave | Clr Southwood |

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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 | 27,495 | - | 81,587 | 72,745 | Contextual | | | - | PCN issuance above forecast due to high productivity from Serco CEOs. Increased activity seeks to match need for enforcement. | Amar Dave | Cllr Southwood |
| SS 33 - Parking driver compliance- PCNs issued: CCTV bus lane | 8,370 | 2,324 | 2,213 | 2,807 | - | 7,344 | 8,100 | Contextual | | | - | PCN issuance below forecast due to increased driver compliance with bus lanes. | Amar Dave | Cllr Southwood |
| SS 34 - Parking driver compliance- PCNs issued: CCTV moving traffic | 73,990 | 19,945 | 18,952 | 17,180 | - | 56,077 | 58,511 | Contextual | | | - | Issuance below forecast, due to sustained increases in driver compliance at most sites. Additional cameras due to be installed in Q4. | Amar Dave | Cllr Southwood |
| FIN EP 11 - Parking revenue: Car parks / Off street P&D | £499,137 | £138,172 | £132,125 | £131,376 | - | £401,674 | £404,000 | Bigger is Better | Green | Raising Income | - | Performance marginally below forecast due to offer of free parking at Council car parks in December. | Amar Dave | Cllr Southwood |
| Percentage of resident permits purchased online | 78% | 79% | 79% | 81% | - | 80% | 80% | Bigger is Better | Green | | - | Performance remains consistent, with an improvement in Q3. The Parking website has been redesigned to improve clarity. | Amar Dave | Cllr 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 | 727 | - | 2,320 | - | Contextual | | | - | There was a reduction in the number of violence with injury offences in Q3 compared to Q2 however the borough is still seeing a 8.3% 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 | Cllr Southwood |
| Residential Burglary offences | 2,007 | 389 | 438 | 529 | - | 1,356 | - | Contextual | | | - | Q3 is the seasonal peak for burglary which was reflected in the increase from the Q2 figures, however the borough is performing well with a 8.9% reduction in burglary offences on the rolling 12 months comparison. | Amar Dave | Cllr Southwood |
| Robbery offences | 966 | 210 | 207 | 248 | - | 665 | - | Contextual | | | - | There was an increase in robberies in Q3 compared to Q2. Despite the Q3 increase the borough is showing a 0.1% decrease in robbery offences on the rolling 12 months | Amar Dave | Cllr Southwood |
| CST 09 - Theft of and from motor vehicles | 2,655 | 676 | 686 | 773 | - | 2,135 | - | Contextual | | | - | There was an increase in motor vehicle offences in Q3 compared to Q2. The borough is currently showing a 26.5% decrease in theft from motor vehicle offences and a 14% increase in theft of motor vehicle offences on the rolling 12 months comparisons. | Amar Dave | Cllr Southwood |
| CST 05 - Calls to the police for ASB | 8,254 | 2,455 | 2,955 | 2,569 | - | 7,979 | - | Contextual | | | - | ASB calls decreased in Q3 compared to Q2 in line with the seasonal trend however the borough is currently showing a 19.1% increase in ASB calls on the rolling 12 months comparisons. | Amar Dave | Cllr Southwood |
| CST 24 - Sanctioned Detection rate for domestic violence | 35.7% | 35.3% | 34.0% | 30.9% | - | 30.9% | - | Contextual | | | - | There was a decrease in the sanction detection rate for domestic violence offences on the rolling 12 months comparisons. | Amar Dave | Cllr Southwood |
| Gang-related offences (Gun discharges and Knife injury victims (under 25 years old non domestic) | 85 | 78 | 90 | 101 | - | 101 | - | 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 dedicated partnership groups which holistically tackles the highest risk gangs in the borough. | Amar Dave | Cllr Southwood |

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% | 39.5% | - | 39.5% | 43.2% | Smaller is Better | Green | Regeneration | - | The binary rate of reoffending is within the target. The number of young people reoffending is reducing as is the number of re-offences. There are still a number of young people who have offended who present high levels of risk and vulnerability. Data is shown in rolling full years. The latest data available is for the period January 2014 to December 2014. The London rate for this period is 43%. | Gail Tolley | Clr Patel |
| First time entrants to the Youth Justice System aged 10-17 per cohort | 119 | 130 | 132 | 134 | - | 134 | 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 July 2015-June 2016. | Gail Tolley | Clr Patel |
| SSL 01 - % of street lighting working as planned | 99.94% | 99.94% | 99.94% | 99.94% | - | 99.94% | 99.9% | Bigger is Better | Green | | | KPI performance is consistently 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 | 221 | 264 | 220 | - | 705 | 1000 (annual target) | Bigger is Better | Green | - | - | This is on track for Q3 with regards to our profile for this activity. | Phil Porter | Clr Farah |
| HE 34 - Empty properties brought back into use | 100 | 38 | 19 | 31 | - | 88 | 75 | Bigger is Better | Green | Business & Housing | - | Figures may vary from those reported previously as they are extracted from a live system. Figures are accurate as of 24 Jan 17. | Phil Porter | Clr Farah |
| HE 38 - Number of Mandatory HMOs licensed | 300 | 405 | 477 | 540 | - | 540 | 300 | Bigger is Better | Green | Business & Housing | - | | Phil Porter | Clr Farah |
| HE 48 - Number of additional and selective dwellings licenced | 8,000 | 4,688 | 5,020 | 5,329 | - | 5,329 | 4823 | Bigger is Better | Green | Business & Housing | - | Selective licensing has been successful with around 95% of all properties within the 3 designated wards licensed. Additional licensing has not been as successful with around only 10% licensed. The take up of licences under the Selective scheme has been more successful than under the Additional scheme. Reasons for this could be due to the difficulty of tracing and engaging landlords including: - Failure among tenants to forward Council correspondence to non-resident landlords. - A high turnover of tenants relative to tenants in Selectively Licensed properties. - The higher complexity of the license application process for HMOs. - A deliberate desire to avoid paying licences among certain landlords through lack of engagement with the Council. - The higher cost of HMO licences . Various channels are being utilised to engage landlords but there are issues: 1. Some don't realise that their property, by definition, is a HMO, 2. Some don't know that their property is a HMO because it's being sublet, 3. they are a criminal/rogue landlord, 4. Are oblivious to the fact that licensing is a requirement in Brent. We have just completed a consultation that proposes to increase Selective licensing to all or other parts of the borough. A report will go to Cabinet in March. We will then need to obtain Secretary of State Approval as our scheme will be more than 20% of the borough. | Phil Porter | Clr Farah |

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

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 04 - % of properties with a valid gas certificate | 99.99% | 99.99% | 99.98% | 99.98% | - | 99.98% | 100% | Bigger is Better | Amber | - | - | One property did not start the countdown, passed to IT have booked in second appointment. Two properties did not update on the appointment system, the admin manager at Oakrays incorrectly stated that they were complete but had sent through check for 2016. Warrant to enter these properties and complete checks have been applied for. | Phil Porter | Clr Farah |
| BHP 05 - Average re-let time minor voids | 30.7 | 24.29 | 28.20 | 22.83 | - | 22.83 | 24 | Smaller is Better | Green | - | - | | Phil Porter | Clr Farah |
| BHP 06 - Average re-let time major voids | 59 | 48 | 49 | 40 | - | 40 | 61 | Smaller is Better | Green | - | - | | Phil Porter | Clr Farah |
| HE 36 - Households in Temporary Accommodation | 2,933 | 2,880 | 2,871 | 2,894 | - | 2,894 | 2759 | Smaller is Better | Red | Business & Housing | - | The number of households in Temporary Accommodation has fluctuated since April '16, however is behind the YTD target. This is partly due to a delay in the delivery of PRS accommodation from the PRS Acquisitions project, that will be used to end homeless duties. The first properties acquired through the project are expected to be let in February 2017. | Phil Porter | Clr Farah |
| HE 55 - Households in non self contained Bed & Breakfasts for more than 6 weeks | 2 | 1 | 5 | 5 | - | 5 | 0 | Smaller is Better | Red | Business & Housing | - | A number of homeless households are remaining in non-self-contained B&BN for more than 6 weeks, due to a combination of lack of supply of alternative accommodation, and some households having either very specific needs or requiring very large units of accommodation. | Phil Porter | Clr Farah |
| HE 59 - Number of households in non-self-contained Bed & Breakfasts | 124 | 29 | 33 | 27 | - | 27 | 5 | Smaller is Better | Red | Business & Housing | - | When this target was set, it was anticipated that a 64 unit office conversion would become available to use as an alternative to B&B. Unfortunately the developer pulled out of the negotiation and put the units on the private market. Initiatives in the TA reform strategy are being pursued to reduce the use of non-self-contained B&B | Phil Porter | Clr Farah |
| HE 31 - Accepted homeless | 745 | 179 | 150 | 95 | - | 424 | 495 | Smaller is Better | Green | Business & Housing | - | | Phil Porter | Clr Farah |
| HE 53 - Number of Overall Benefit Cuts (OBC) impacted households in temporary accommodation | New for 2016/17 | 93 | 87 | 102 | - | 102 | 150 | Smaller is Better | Green | Business & Housing | - | | Phil Porter | Clr Farah |
| Homeless Prevention | New for 2016/17 | 158 | 97 | 93 | - | 348 | 360 | Bigger is Better | Amber | Business & Housing | - | Prevention is slightly behind YTD target due to transition of the Housing Options service following a restructure | 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 | 393,938 | - | 1,226,200 | 1,201,078 | Bigger is Better | Green | - | - | Although the centres have had good Q1 and 2, for Q3 there has been a 2,432 fall below usage target. As a high number of this is due to a fall in Vale Farm sports centre's 60+ casual swimming, swimming lessons and gym attendances. It is not unreasonable to assume this is mainly due to the opening of the Wembley Leisure Centre gym & pool. This has been addressed with the centre manager who is working to ensure their targets are met year end. Currently the overall number of wet and dry visits to Brent's sports centres is on target for year end. | Phil Porter | Clr Hirani |
| SP 07 - The overall number of swim visits to Brent's sports centres | 566,614 | 143,569 | 154,603 | 133,740 | - | 431,912 | 429,076 | Bigger is Better | Green | - | - | | Phil Porter | Clr Hirani |

Ensuring good quality, accessible arts and leisure facilities

Sports and Culture 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 |
|--|-----------------|-----------|-----------|-----------|-----------|------------|------------|------------------|---------|---------------|--------------------|--|-------------|-------------|
| The overall number of dry side visits to Brent's sports centres | 1,034,171 | 277,850 | 256,241 | 260,198 | - | 794,288 | 772,002 | Bigger is Better | Green | - | - | | Phil Porter | Clr Hirani |
| Total number of physical visits to libraries | 2,404,283 | 663,619 | 540,883 | 603,754 | - | 1,808,256 | 1,906,764 | Bigger is Better | Amber | - | - | Visits across all sites remain below expectations. Wembley saw some recovery with a strong showing for the Circus events alongside the Civic Centre Fireworks evening. Willesden Green is hopeful of an increased performance in the final quarter with the opening of the library café and has built on last year with increased visitors if slightly below expectation. The smaller branch libraries have all seen a fall in visitors, despite hitting issue targets. | Phil Porter | Clr Miller |
| LIB 10 - Number of library stock issued | 1,059,083 | 255,780 | 276,973 | 265,234 | - | 797,988 | 815,299 | Bigger is Better | Amber | - | - | There was a strong performance across all the libraries. Our scheduled events were well attended and a strong class visit schedule maintained. Wembley library managed to reverse 3 quarters of missed targets with a focus on better displays and stock aimed at passing trade in the library. Ealing Road continued to perform strongly followed increased investment in its community languages and class visit schedule. Our Outreach and Home library issues are continuing to struggle and account for our issues year to date to be slightly under last year's total, following a reduction in the delivery service. | Phil Porter | Clr Miller |
| Total number of instances of participation with Brent Museum and Archive service | New for 2016/17 | 13,746 | 12,382 | 18,743 | - | 44,871 | 18,675 | Bigger is Better | Green | - | - | | Phil Porter | Clr Miller |
| Number of online interactions | New for 2016/17 | 787,599 | 882,272 | 796,630 | - | 2,466,501 | 1,822,500 | 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 | 229 | n/a | - | 434 | - | Contextual | | | - | Quarter 3 Brent Connect Forums are due to be held 11 January – 8 February 2017 and therefore full Q3 data will be available 9 February. Partial data can provided prior to end of Q3 cohort if required. | Peter Gadsdon | Cllr McLennan |
| Number of people registered as volunteer | 531 | 315 (April and May only) | 275 (June-September) | 226 | - | 816 | 750 | Bigger is Better | Green | Employment & Skills | - | A Volunteer Brokerage Coordinator was recruited in October 2016 and an action plan is now in place to promote volunteering in Brent across all projects and to maximise take-up and placements. | 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 | £210,000 | - | £1,400,287 | - | 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 | 50 | - | | - | 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% | 85.44% | - | 85.77% | 90% | Bigger is Better | Amber | Demand Management | - | Five teams were identified as not meeting targets during the last quarter (Adult's Social Care, Council Tax, Benefits, FSC and Registration & Nationality). Whilst the same five teams remain below target during Q3, there was a positive direction of travel for ASC and Council Tax. As part of their improvement plans, both Benefits and FSC teams recieved training during Q3 which impacted performance in the short term. Recent recruitment to the Benefits service has built in extra capacity for the New Year. For both teams, performance during late Q3 and early January has been stronger. R&N have experienced increase demand for the Nationality Checking Service during late Q3 and are working on ways to manage this effectively. | Althea Loderick | Cllr McLennan |
| BCS 03 - Average customer waiting time in local offices (mins) | 23 | 23 | 21 | 25 | - | 23 | 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 | 8.96 | - | 7.56 | 8.7 | Smaller is Better | Green | Demand Management | - | December's performance improved by 2.56 days from November's as vacancies were filled and backlogs cleared. YTD, we remain on course to meet our target of being top quartile in London, which is currently 8.7 days. | 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% | 85% | - | 85% | 90% | Bigger is Better | Red | - | - | Answer rates on the ACD have remained at 85%. CMT discussions on the Customer Promise Scorecard have focused on its completion rate during Q3 and are expected to be targeted towards results and improvements in Q4. Six teams were identified as hotspot areas last quarter; Brent Start, Housing Needs, Housing Resource Centre, Barnet Registrars, Hospital Discharge Team and Schools Admissions. Performance for Brent Start is now above the 90% target and improvements have been recorded for Schools Admissions and Barnet Registrars (now included within Registrars below). Twelve teams were identified as performing below target in Q3. Six of these have shown a decline in performance and are identified as hotspot areas: Housing Needs - 78%, Benefits - 75%, Registrars - 70%, Housing Resource Centre - 70%, FSC - 64% and Hospital Discharge Team - 61%. Within BCS, improvement plans are in place and improvements are anticipated during Q4, while Registrars are implementing a strategy to meet demand. BCS will contact Housing Needs, the Housing Resource Centre and the Hospital Discharge Team to alert them to their hotspot status. | Althea Loderick | Cllr McLennan |
| CMP 02 - Percentage of stage 1 complaints responded to within timescale (Corporate) | 88% (Combined) | 95% | 96% | 95% | | 95% | 100% | Bigger is Better | Amber | | - | There has been an improvement in performance this year compared with the previous year and there continues to be a strong focus on improving timeliness of response as well providing good quality responses at the first stage. | Peter Gadsdon | Cllr McLennan |
| CMP 02 - Percentage of stage 1 complaints responded to within timescale (Statutory) | 88% (Combined) | 94% | 97% | 90% | | 94% | 100% | Bigger is Better | Red | | - | Lower volume of statutory cases, typically 30 – 50 per quarter. Statutory cases tend to be more complex and therefore missing the timescales on small number of cases can significantly affect the percentage rate. YTD position for 2016/17 is an improvement on previous year, however this still needs to improve and timeliness of stage 1 responses continues to be monitored across the Council. | Peter Gadsdon | Cllr McLennan |
| CMP 04 - Percentage of stage 2 complaints responded to within timescale (Corporate) | New for 2016/17 | 85% | 79% | 82% | | 81% | 100% | Bigger is Better | Red | | - | Volume of final review/stage 2 complaints has been markedly higher than the during the same period in the previous year. Performance has fluctuated during the year for a variety of reasons and measures have been put in place to address capacity and feedback delays. Performance is expected to improve in Q4. | Peter Gadsdon | Cllr McLennan |
| CMP 04 - Percentage of stage 2 complaints responded to within timescale (Statutory) | New for 2016/17 | 50% | 71% | 50% | | 59% | 100% | Bigger is Better | Red | | - | Statutory stage complaints are often complex in nature but generally low volume, although there has been a small increase in the number of statutory cases. Delays in completing stage 2 cases on time are largely to do with the complexity of the cases. Work is ongoing to improve performance in this area. | Peter Gadsdon | Cllr McLennan |
| Total number of stage 1 complaints upheld / partially upheld | 398 | 161 | 246 | 190 | - | 597 | - | Contextual | | | - | | Peter Gadsdon | Cllr McLennan |
| Total number of stage 1 complaints not upheld | 379 | 117 | 141 | 131 | - | 389 | - | Contextual | | | - | | Peter Gadsdon | Cllr McLennan |
| Total number of decisions made by the ombudsman on complaints investigated | 104 | 19 | 18 | 22 | - | 59 | - | Contextual | | | - | | Peter Gadsdon | Cllr McLennan |
| Total number of complaints upheld by the ombudsman | 26 | 5 | 5 | 3 | - | 13 | - | Contextual | | | - | | Peter Gadsdon | Cllr McLennan |

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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 |
|--|---------------|-----------|-----------|-----------|-----------|------------|------------|------------------|---------|---------------|--------------------|--|---------------|---------------|
| FOI 02 - Percentage of FOI responded to within 20 working days | 93% | 96% | 98% | 95% | - | 96% | 100% | Bigger is Better | Amber | | | FoI performance fell in December due to late cases in Housing Needs and Parking. These were caused by staff absence in Parking and high staff turnover in Housing Needs, with temporary staff not managing Fols as effectively as their permanent predecessors. The Staffing situation in Parking has been resolved, however high staff turnover in Housing Needs continues to be a concern. | Peter Gadsdon | Cllr McLennan |
| Percentage of members enquiries responded to within 10 days | 96% | 95% | 97% | 95% | - | 96% | 100% | Bigger is Better | Amber | | - | Volumes have remained high (693 enquiries in Q2 and 670 enquiries in Q3) with timeleiness around mid-90% range. | Peter Gadsdon | Cllr Butt |
| Number of SARs (Subject Access Requests) responded to within the statutory 40 days | 74% | 87% | 90% | 85% | - | 87% | 90% | Bigger is Better | Amber | | - | November was a poor month – 71% due to prioritising resource effort to completing the ICO audit and low numbers - 2 late out of 7 closed in month. | Peter Gadsdon | Cllr McLennan |

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% | 91% | - | 91.7% | 90% | Bigger is Better | Green | | | Target for registering deaths within 5 days is 90% and we have achieved 91% in Quarter 3. | Althea Loderick | Clr McLennan |
| Percentages of invoices paid on time | 77% | 80% | 78% | 80% | - | 80% | 95% | Bigger is Better | Red | | | Performance has increased from 78% to 80% but remains considerably below target. Training has been delivered to the majority of senior Oracle users during late Q3 and is expected to improve performance during Q4. Further training is planned for system users at administrative level during the forthcoming months. | Althea Loderick | Clr McLennan |
| Percentage of Council Tax collected | 96.19% | 30.52% | 56.60% | 82.18% | - | 82.18% | 82.18% | Bigger is Better | Green | Business & Housing / Raising Income | | | Althea Loderick | Clr McLennan |
| RB 03 - Non-Domestic Business Rates (NNDR) | 98.32% | 28.82% | 58.21% | 84.60% | - | 84.60% | 84.88% | Bigger is Better | Amber | Business & Housing / Raising Income | | | Althea Loderick | Clr McLennan |
| RB 04 - Value of CT/HB overpayments recovered | £7,170,549 | £2,270,000 | £4,445,267 | £6,686,972 | - | £6,686,972 | £6,888,395 | Bigger is Better | Amber | Raising Income | | Recruitment to the full strength team under the business case has taken longer than anticipated and two vacancies remain. | Althea Loderick | Clr McLennan |
| RB 05 - Value of Council Tax arrears recovered | £3,011,339 | £247,116 | £777,187 | £1,739,738 | - | £1,739,738 | £2,225,000 | Bigger is Better | Red | Raising Income | | Arrears collection down on same time last year due to transfers and refunds carried out in April 2016. Pro-active work being carried out in respect of arrears as well as use of 3rd party companies. | Althea Loderick | Clr McLennan |
| PP 27 - Revenue income secured from commercial portfolio | £83,000 | n/a | £898,783 | £523,876 | - | £1,422,659 | - | Contextual | | Raising Income | | This figure reflects the amount billed in Q3. It is not additional income. No Target submitted to date. | Althea Loderick | Clr Butt |
| RN 04 - Registration and Nationality external income achieved to date | £857,937 | £191,235 | £224,754 | £208,877 | - | £624,866 | £810,000 | Bigger is Better | Red | Raising Income | | Unrealistic income target based on 2013/14 & 2014/15 when income was at its highest. £200K added to income target but did not reflect the change in Home Office policy. This created a huge reduction in attainable income across all local authorities due to the tightening up on sham marriage and citizens eligibility to apply for British Citizenship. Impact on Q3 income has occurred from Home Office moving British citizenship application caseworkers on the European passports the risk was not identified with LA's but will increase to normal levels in Q4. | Althea Loderick | Clr McLennan |

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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% | 99.98% | - | 99.56% | 99.90% | Bigger is Better | Amber | - | - | Whilst the performance this quarter was above target, the overall annual average is still impacted by the July outage in Q2 | Althea Loderick | Clr McLennan |
| Digital Services: System availability - Email Service | New for 2016/17 | 99.99% | 99.56% | 99.56% | - | 99.70% | 99% | Bigger is Better | Green | - | - | | Althea Loderick | Clr McLennan |
| Digital Services: System availability - Remote Access Service | New for 2016/17 | 99.84% | 99.57% | 99.57% | - | 99.66% | 99% | Bigger is Better | Green | - | - | | Althea Loderick | Clr McLennan |
| Digital Services: System availability - Desktop Service | New for 2016/17 | 100% | 99.57% | 100% | - | 99.86% | 99% | Bigger is Better | Green | - | - | | Althea Loderick | Clr McLennan |
| Digital Services: Percentage of calls resolved within SLA timescales | New for 2016/17 | 77.41% | 74.36% | 75.61% | - | 75.79% | 80% | Bigger is Better | Red | - | - | The quarterly SLA, whilst still not quite making target, are continuing to show improvement. Additionally stability from the client environment improvements means we anticipate further advances in the SLA target next quarter. | Althea Loderick | Clr McLennan |
| Digital Services: Net Promoter Score | New for 2016/17 | 60.61 | 62.81 | 61.96 | - | 61.96 | 20 | Bigger is Better | Green | - | - | | Althea Loderick | Clr McLennan |

Corporate Health

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 | 5.80 | - | 5.8 | - | Contextual | | - | - | | Althea Loderick | CIr McLennan |

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|---|---|
|  <p>Brent</p> | <p>Cabinet 13 March 2017</p> <p>Report from Head of Strategy and Partnerships</p> |
| <p>For Action</p> | |
| <p>Community Action Groups Review Pilot - January – July 2016</p> | |

1. Introduction

- 1.1 The aim of this report is to provide a review of the Community Action Groups (CAGs) Pilot conducted January – July 2016 by the Partnerships and Engagement Team. It will also provide recommendations identified following the review.
- 1.2 This report considers the following:
 - CAG Overview
 - CAG Pilot
 - Review Recommendations
 - CAG Budget Spend

2. Recommendations

- 2.1 For Cabinet to:
- 2.2
 - Approve the discontinuation of the CAG pilot
- 2.3
 - Approve the allocation of funding to support the Love Where You Live (LWYL) Campaign
- 2.4
 - Approve the grants process set out in paragraph seven
- 2.5
 - Approve the launch of the LWYL grant funding in April 2017

3. Community Action Group Overview

- 3.1 The CAGs pilot was approved by the Corporate Management Team in December 2015. Community Action Groups were the model through which the council intended to provide that necessary bit of help to release capacity in local communities and help turn good ideas into reality. The model was developed to provide support, empowerment and engagement with residents for initiatives at a very local level with access to a small pot of funding.
- 3.2 CAGs are a very broad-based mechanism and involve a number of different elements, organisations and sign-off to provide local level initiatives which seek to bring communities together, encourage community resilience, a pride in where you live and build a stronger more engaged relationship with the Council

3.3 The aims of the CAGs were to:

- Provide a meaningful consultation and engagement with residents and service users
- Ensure that the necessary redesign of services is delivered effectively and collaboratively, while still achieving better outcomes for all stakeholders and the borough
- Offer small grants to enable bespoke support for local projects that matter to local people and in turn make a difference to their quality of life and make a real difference where they live.

4. CAG Pilot Review

4.1 Three areas were identified to pilot the CAGs:

- **Harlesden** – comprising Harlesden, Kensal Green and Stonebridge wards
- **Kingsbury** – comprising Fryent and Queensbury wards
- **Neasden** – comprising Dollis Hill, Dudden Hill and Welsh Harp wards

4.2 The delivery of the CAGs included inviting councillors in the pilot areas to meetings and providing detailed briefing notes. The meetings were an opportunity for councillors to provide their input on local priorities that can be linked to an effective development and success of the pilots.

4.3 Initial meetings generated a number of ideas:

- Harlesden: clean-up days, raising awareness of dog fouling around Furness Road open space and encouraging volunteer support for the community library
- Kingsbury: clean-up days, an Eastern European education programme, reducing social isolation, road safety awareness and tackling childhood obesity.
- Neasden: clean up days, tackling street drinking, crime and gangs around Neasden shopping centre, tackling street drinking in Church Lane, illegal housing conversions and developing activities in Gladstone Park

4.4 Some of the comments and feedback from councillors engaged during the CAGs pilot included:

Kingsbury

- Councillors raised concern about getting people to engage if they don't think the council is getting the basics right, such as street cleaning.

Neasden

- Work could be split into themes .e.g. two months tackling fly-tipping then move to next issue
- Maximise use of electronic media e.g. Your Brent e-newsletter
- Dovetail with existing new initiatives and campaigns e.g. Love Where You Live
- Make use of Brent Connects to publicise activities (in conjunction with other publicity)
- Use of action days and drop in days as a good way of engaging residents –

- especially at venues used by the local community
- Initiatives could be developed around established events e.g. an inter-school competition themed around the World Cup or projects which seek to tackle social disconnect and isolation
- Not all people want to be engaged. There is also meeting fatigue. People may be reluctant to get involved unless they can see how they can influence the decision making process
- There are people taking action locally, it isn't about having endless meetings, there has to be resources to support it
- In Welsh Harp they wanted officer support to help train young people in sustainable event/community management

Harlesden

- Brent Connects already lets people take action and do things for themselves, so no need to duplicate with CAG
- Those who come to surgeries are desperate; they're not interested in engaging
- There are people taking action locally, it isn't about having endless meetings, there has to be resources to support it
- We need funds to do things, we can't keep on talking

4.5 Councillors' feedback that residents may have meeting fatigue which resulted in low interest in the CAGs pilot. As the existing CAG framework is fairly bureaucratic and requires a level of organisation and that in itself may have been viewed as a barrier to local residents, resident and community groups applying for the small grants available. Additionally that CAGs should be dovetailed with existing new initiatives for the example the LWYL campaign and utilising action days as a good way of engaging residents especially in venues used by the local community.

4.6 It became apparent during the pilot that the framework involved setting up an entire structure with councillors leading projects, working in a multi-agency approach to fund small community projects. This approach was identified as being unappealing to local residents and take-up to deliver projects and apply for funding was very low. Only 3 projects were identified and no applications were submitted.

4.7 The feedback and comments made by Councillors support a grant scheme that encourages residents to engage in their local areas, supporting and expanding community cohesion, providing residents with an opportunity to access funds with less bureaucracy and fewer meetings, Councillors were keen that projects were linked to new initiatives and specifically the Love Where You Live project and made use of digital technology.

The development of the recommendations took into account the comments and feedback made by Councillors involved in the pilot.

5. The next Steps

5.1 Following discussion with Councillors, CVS and officers who have been working on the pilot, discussions started on looking at developing alternative proposals which included aligning the funding with the Love Where You Live brand – streamlining the structure and widening access to the small pot of funding to allow any active resident to apply. Grants would offer a low level of funding of a maximum of £500 to provide support to community projects across a wide range of areas – this would fill a gap that was identified by Councillors, officers and the CVS of need for small amounts of funding that

could not be met elsewhere. Funding would be wide-ranging and have a flexibility that current funding pots do not offer. Funding would include community cohesion, environmental projects, events, activities community engagement.

- 5.2 The Love Where You Live campaign is one of six priority 'Gold level' campaigns, sought to encourage residents to take greater pride in their area by nudging them to take one or more simple actions to help make Brent's streets cleaner and greener. Due to the effectiveness of the campaign approach and ongoing challenges, a second phase of this campaign is now proposed to build on the strong foundations we now have in place.
- 5.3 The remit of the LWYL campaign is wide-ranging and will be promoted across the Borough to groups and individuals including:
- Local residents
 - Residents' groups
 - Schools
 - Religious and faith groups
 - Community groups
 - Cleaner, greener groups e.g. Keep Wembley Tidy and Harlesden Environmental Action Residents Team
- 5.4 Following on from the successful Love where you Live Campaign, an impressive number of residents across Brent engaged in environmental projects and cleaning up their local areas. It is a logical next step to consider the alignment of the two programmes and expand to include a grant provision to encourage community cohesion activities and projects.
- 5.5 The CAGs engendered the same ethos and the project attempted to set up very similar projects within a more bureaucratic delivery framework. LWYL resonates with the key aim of CAGs, promoting citizen empowerment along with a sense of civic pride in Brent.
- 5.6 It is the logical next step to integrate the models for engaging with local communities and specifically providing funding to local residents, residents and community groups. The grant will enable, establish and strengthen community cohesion, building sustainable relationships within neighbours, community groups and other local stakeholders whilst taking pride in their local neighbourhood. Additionally building and strengthening relationships with Brent Council through the LWYL funding programme and support provided for developing and capacity building communities. With changing demographics and increasing populations it is an ideal opportunity to focus on community cohesion, supporting and encouraging robust communities and neighbourhoods that engage positively with their local Council.
- 5.7 Aligning CAGs with LWYL will contribute positively towards the council's Brent 2020 vision, as well as the targets and outcomes in the borough plan by helping to support Brent residents locally – where it matters to them. It will encourage more involvement in local initiatives and promote volunteering in the borough.
- 5.8 A programme supporting residents to initiate, develop and deliver local projects requires a more streamlined structure with easily accessible funding and would be a perfect complement to the LWYL campaign.

6. The benefits of aligning with Love Where You Live Campaign

- 6.1 To align with a campaign that successfully engaged with residents providing local improvements and benefits to the Council. The results to date have been very promising:
- Supported by the service changes in 2015, since the campaign began, there has been an 11.5% increase in recycling (per tonne) recorded.
 - Within the six months since the launch of LWYL, 12 clean up days have been organised. This represents a 200% increase compared to the same period the previous year
 - To provide the opportunity for resident-led initiatives in addition to the current environmental projects.
- 6.2 To support the expansion and embed the ethos of Love Where You Live a small grants fund of up to a maximum of £500, per project, would provide the opportunity to increase engagement by financially supporting local community projects initiated and delivered by residents that enhance and support community cohesion and pride in their local neighbourhood.
- 6.3 LWYL will align with the Brent Connects areas and funding will be apportioned equally between each area approx. £10k each. Promotion of the grant funding will be in line with the LWYL phase 2 campaign and the Partnerships and Engagement Team will work closely with Communications colleagues to market and promote the grants in each locality.

7. Governance Arrangements

- 7.1 The bureaucracy involved in LWYL will be minimal and will take a resident-led approach. Projects will be initiated, developed and delivered by residents in their local neighbourhoods. The scheme is intended to be light touch with an emphasis on supporting small scale interventions. Ward councillors will be informed of the applications and projects within their ward by the partnerships and engagement team.
- 7.2 Capital grants will be available up to £500 for developing community resilience, a community-led approach to tackling environmental issues and events which foster and develop community cohesion, particularly where this works across communities and cultural groups. The scheme will seek to encourage new groups who have not previously been funded by the council. Criteria will not overlap with existing Council grant programmes to avoid applications from the 'usual suspects'.

8. Actions: February – May 2017

- 8.1
- Partnerships and Engagement Team to work in partnership with the communications Team on the LWYL project and campaign to launch April 2017
 - To finalise the grant application documentation and the process, upload online and to ensure that partner organisation upload links on their web-pages
 - To promote the grant programme alongside the LWYL marketing action plan
 - Provide a full annual update of the outcomes, impact and difference made in local neighbourhoods in May 2018 and an interim update in November 2017.

9. Legal Implications

- 9.1 Under S1 of the Localism Act 2011 the Council has a general power of competence to do anything which an individual may do unless it is expressly prohibited. The giving of grants to voluntary organisations is a discretionary power which must be exercised reasonably taking into account all relevant considerations and ignoring irrelevant considerations.
- 9.2 In awarding grants, Officers will need to have regard to the general duty of best value pursuant to section 3(1) of the Local Government Act 1999 and to the public sector equality duty pursuant to the Equality Act 2010.
- 9.3 To ensure the council acts appropriately, officers in the Partnerships and Engagement Team will need to have regard to the award criteria and processes set out at section 7 of the report in the award of grants.

10. Financial Implications

- 10.1 The budget for the LWYL funding of £50k is available from the small grants pot provided within the 2017-18 Strategy and Partnerships budget.
- 10.2 Administrative support for the scheme will be funded from existing resources with the Partnerships and Engagement Team.

Contact Officer:

Pascoe Sawyers
Head of Strategy and Partnerships
Chief Executive's Department

Appendix A

1 Love Where You Live Draft Grant Award Application Guidance

1.1 Officers will assess the grant applications using the following criteria:

- Project fits within the awards area criteria: community cohesion, expanding local engagement, environmental, capacity-building a newly formed resident/community group
- Project is within £500 funding maximum and/or is match-funded
- Local support is evidenced - neighbours / street / estate – consulted at least 20 residents
- 1 application per annum covering a specific area
- Activity is area specific and detailed within the application
- Activity is open to everyone in the specified area

1.2 Grants will be available for resident and community groups, schools and individuals (over the age of 16) who wish to run a project based in Brent. Applicants must be based in Brent. Projects must demonstrate community benefit by being open to the whole community and helping to bring people from different backgrounds together. Groups will not be required to be constituted, but will need to demonstrate prior community need and consultation (evidenced by having consulted with a minimum of 20 residents) as part of their application.

1.3 The application pack will provide a single point of application comprising: guidance notes, application form and standard funding agreement. Groups will be required to submit bank details and pre-sign the funding agreement. Upon receipt of a successful application and signed agreement, this will become legally binding and funds will be released in a single payment up-front. The application will be available for electronic download and we will also seek to make this available for electronic completion on the Brent website.

1.4 Projects can be submitted at any point during the year. Upon receipt, the Partnerships and Engagement Team will log the application, check it for completeness and ensure it meets the criteria and council policies. We will aim to give a decision within 30 days with projects considered in batches on a monthly basis.

1.5 Applications will be signed off by the three councillors in their ward, the grant will be signed off under delegated officer authority. This is to further embed council support of the grant scheme, local projects and to ensure that Councillors are fully aware and involved with projects being undertaken in their local wards.

1.6 The risks associated with giving grants to un-constituted groups and individuals will be offset by awarded relatively small amounts of money, limiting the number of awards per group (one per year) and by developing a light touch but robust monitoring system administered by the Partnerships and Engagement team. Successful recipients will need to keep receipts as evidence of expenditure and submit these with a monitoring and feedback form. They will also be required to submit photographs/videos and a short narrative of projects for inclusion on the LWYL section of the council's website.

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Cabinet
13 March 2017

**Report from the Director of Policy,
Performance and Partnerships**

Wards affected: ALL

Signs of Safety - Scrutiny Task Group Report

1.0 Summary

- 1.1 This report sets out the recommendations agreed by the Community and Wellbeing Scrutiny Committee, which were developed as a result of a scrutiny task group established to look at the implementation of Signs of Safety in Brent.

2.0 Recommendations

- 2.1 Cabinet is asked to note the recommendations agreed by the Community and Wellbeing Scrutiny Committee as set out in Appendix A.
- 2.2 Cabinet is asked to note the scrutiny task group's report which is published in Appendix B.

3.0 Background

- 3.1 Signs of Safety is a practice framework for working with children and families and child protection which was developed in Australia in the 1990s and is used today by a large number of children's services departments in local authorities in the United Kingdom as well as in the United States, Australia and Canada.
- 3.2 In 2014, Brent Council was awarded funding from the England Innovations Project, which is managed by the Department of Education, to introduce Signs of Safety as a practice model in children's services. Since early 2015 the Children and Young People department has begun implementation of Signs of Safety.
- 3.3 Participation in the England Innovations Project and introduction of Signs of Safety is a corporate priority for Brent Council. It was identified in the Corporate Plan 2015 as a key priority, and a commitment to the effective implementation of Signs of Safety was signed by the then Chief Executive and Council Leader in 2015.
- 3.4 In November 2015 Ofsted's SIF (Single Inspection Framework) published its report of Brent Council's services for children in need of help and protection, looked after children and care leavers. A consistent observation in the report was that where Signs of Safety was being used there had been improvements. However, Ofsted's view was that the work programme for 2015/16 of the then

Scrutiny Committee had been too focused on education, health and early years, but had given too little consideration to children's social care and safeguarding. Members of the Community and Wellbeing Scrutiny Committee, which superseded the former Scrutiny Committee in May 2016, wanted to set up a task group to look at Signs of Safety to address this gap and ensure oversight by scrutiny is maintained of an important area of children's social care services.

3.5 The task group was set up on 20 September 2016 and completed its work by January 2017, which was done using the methodology as set out in the report. It was chaired by Councillor Aisha Hoda-Benn, a member of Community and Wellbeing Scrutiny Committee, and the other members were Councillor Shama Tatler, Councillor Bhawanji Chohan, Councillor Suresh Kansagra and Councillor Dr Amer Agha.

3.6 On 1 February 2017 the report was presented to the Community and Wellbeing Scrutiny Committee by Councillor Aisha-Benn and there was a further discussion about implementing Signs of Safety in Brent and the task group's recommendations, which were agreed as they had been set out in the report.

4.0 Detail

4.1 The recommendations were based on findings and evidence collated during the task group's enquiries. Recommendation 1 was put forward because the task group felt that it would help implementation and development if a wider group of professionals in Brent such as GPs, schools and other health professionals with whom social workers work with have a better understanding of the approach.

4.2 The task group spent a lot of time considering the training in Signs of Safety. Recommendation 2 has been put forward because it's felt to be important to keep on top of how well the training was perceived by social workers. The task group isn't expecting the department to 'reinvent the wheel' but believes it would be helpful if existing workplace surveys asked specifically about Signs of Safety, which would then highlight the successes or challenges in the training.

4.3 While the task group felt that the department has made considerable strides in implementation there is not as yet consistently good practice across all teams. Its view is that the council needs to keep on top of the situation and find out about implementation in 2017/18 as well. In addition, the task group was made aware of factors such as the hot-desking environment and staff retention, which while not related to Signs of Safety may impact on successful implementation. As part of the Cabinet member for Children and Young People reporting back about Signs of Safety, it would be helpful for these factors to be addressed as well. Recommendation 3 proposes that the Cabinet member for Children and Young People reports back to the Community and Wellbeing Scrutiny Committee in 2017/18 about implementation of Signs of Safety and these other factors.

4.4 Recommendation 4 has been split into 4a and 4b which address the question of measuring and measurements in implementing Signs of Safety. The task group felt this to be an important strand of the project. At present this is an emerging area of work and the task group's view is that the council needs to think now about how it measures Signs of Safety so it has a more developed understanding of how successfully the practice model is being implemented.

The task group felt it would be useful if this work was developed with the other local authorities using Signs of Safety.

5.0 Financial Implications

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

6.0 Legal Implications

6.1 All reports and cases have mentioned in the Community and Wellbeing Scrutiny Committee Signs of Safety in Brent, Scope for Scrutiny Task Group have been fully anonymised in accordance with the Data Protection Act. Members can be assured that any discussions of these reports and cases at the meeting must be conducted on the same basis.

6.2 Reports provided to the task group did not include family court proceedings papers which require authorisation from the court before disclosure under the Family Procedure Rules 12.73(1) (b).

7.0 Diversity Implications

7.1 There are no diversity implications immediately arising from this report. It is anticipated; however, that the more effective and consistent application of the Signs of Safety framework will enhance the safety and protection of the borough's children who are most at risk of harm and will ensure a child-centred and needs-based approach to assessments.

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APPENDIX A

1. An engagement programme with partners such as schools, GPs and other health professionals is developed to help further raise awareness of Signs of Safety.

2. The effectiveness of training in Signs of Safety is monitored by using existing workplace surveys to benchmark effectiveness and highlight any issues which may prevent the proper development of training.

3. The Cabinet Member for Children and Young People updates scrutiny annually about progress in implementing Signs of Safety, including social worker retention and other factors which may affect development of the practice.

4(a): Measurements are developed for assessing how effective Signs of Safety has been in the long-term in improving outcomes for children and young people.

4(b): Brent works with other local authorities who use Signs of Safety to share information about developing measurements for assessing the effectiveness of the model.

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Implementing Signs of Safety in Brent

A Scrutiny Task Group Report

Community and Wellbeing Scrutiny Committee

January 2017

Task group membership

Councillor Aisha Hoda-Benn, task group chair

Councillor Shama Tatler,

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The task group was set up by members of Brent Council's Community and Wellbeing Scrutiny Committee on 20 September 2016.

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Chair's foreword

In 2015 the Scrutiny Committee at Brent Council was challenged by Ofsted to give more consideration to children's social care and be questioning in a way that contributes to improving services. This report about Signs of Safety is a response to that challenge. Since the autumn last year the members of the task group have spent a considerable amount of time looking at how Signs of Safety is being introduced and practised in the local authority. We have talked with front-line social workers, practitioners, senior managers and met with the Strategic Director and Cabinet Member for Children and Young People to understand the department's approach to implementing Signs of Safety and what difference it has made to working with children and families in our borough.



The introduction of Signs of Safety is a priority for children's and young people's services in Brent. The model is recognised around the world as one of the leading frameworks for social work which should improve the safety of the borough's children who are most at risk of harm by working with them, their families and social networks in an innovative way.

As members we are aware of how charged the discussion of child protection can be and the complexity and difficulty in working with children and young people who may be at risk, and I would like to say that we were impressed by the commitment and dedication of the social workers we met. We were determined to have a balanced understanding of how well implementation has been done and what the challenges of introducing Signs of Safety have been. To put it in another way, we considered what are we worried about, what's working well, and what needs to happen?

I would like to thank all those who have contributed to the writing of this report, especially the front-line staff members in children's services who gave up their time.

Councillor Aisha Hoda-Benn

Chair, Scrutiny task group

Executive Summary

The task group was set up to examine the effectiveness of the implementation of Signs of Safety by the Children and Young People's department in Brent since early 2015. The implementation of the practice framework, which is regarded as one of the world's leading models for child protection and working with families, is a flagship project and commitment for the department, in which considerable resources have been invested. Ultimately, Signs of Safety should improve the outcomes for children and families in the borough, and at its heart it is about making children who may be at risk of harm safer.

In the context of declining resources for local government and children's social care, the accessing of funding to introduce Signs of Safety has been a positive development, which Ofsted had remarked is leading to improvements in practice. It is creating a stable framework for practitioners to work and by using the model, practitioners are helping to make the department more child-centred, putting the children's voices to the fore, and making them involved in decision-making.

The task group found that social workers have been receptive to the practice model, and that they are positive about Signs of Safety. As a way of working with children and families, it is a good one because it is strengths based and seeks partnership in working with families. Signs of Safety is also well-suited to Brent and the borough's demographic profile. However, while the department has made considerable strides in implementation there is not as yet consistently good practice across all teams.

The task group has made four recommendations. These include that scrutiny will have a further role to play in monitoring the implementation of Signs of Safety, and that it's important there is thinking now about what long-term measurements there could be for evaluating Signs of Safety.

Recommendations:

Recommendation 1: An engagement programme with partners such as schools, GPs and other health professionals is developed to help further raise awareness of Signs of Safety.

Recommendation 2: The effectiveness of training in Signs of Safety is monitored by using existing workplace surveys to benchmark effectiveness and highlight any issues which may prevent the proper development of training.

Recommendation 3: The Cabinet Member for Children and Young People updates scrutiny annually about progress in implementing Signs of Safety, including social worker retention and other factors which may affect development of the practice.

Recommendation 4(a): Measurements are developed for assessing how effective Signs of Safety has been in the long-term in improving outcomes for children and young people.

Recommendation 4(b): Brent works with other local authorities who use Signs of Safety to share information about developing measurements for assessing the effectiveness of the model.

Methodology

The task group gathered qualitative and quantitative evidence to complete the report and develop its recommendations. In particular, the task group carried out a series of face-to-face interviews and meetings with those who are implementing Signs of Safety or are affected by this approach.

They included:

- front-line social workers
- social work managers
- Strategic Director Children and Young People
- Cabinet Member for Children and Young People.

In addition, the task group were also introduced to a case which social workers and managers had been working on using the Signs of Safety approach. The details of the case were anonymised so there could be no identification of the child or family by task group members.

The task group will also be able to review documentation regarding the impact of the Signs of Safety approach undertaken within the department.

The task group also requested quantitative information to inform its work and better understand the introduction of Signs of Safety. This included:

- the number of families and children supported by Early Help
- the number of families and children supported by Child Protection plans or Child in Need plans
- social worker numbers and staff turnover
- the ratio of agency or interim to permanent staff.

It also drew on the body of wider research into Signs of Safety to help develop the report and recommendations.

Chapter 1 Signs of Safety

History

1. Signs of Safety is an integrated framework for practitioners in children's services and child protection, incorporating principles, disciplines, tools for assessment and safety planning and engaging with children and families, and processes for working. ¹ Fundamentally, Signs of Safety is about maximising safety and minimising risk to a child. The end goal is child safety, and the model is a means to achieving that end.

2. The framework was developed as a practice model by two social workers – Dr Andrew Turnell and Steve Edwards – working in Western Australia during the 1990s. Steve Edwards had been a front-line practitioner of child protection for 16 years, often working among Aborigine communities in the state, when he began a collaboration in 1989 with Dr Andrew Turnell from which the core ideas of Signs of Safety emerged. In the late 1990s, Turnell and Edwards worked with 150 social workers in Western Australia to refine their approach to child protection and create the Signs of Safety model. ²

2. The framework has subsequently been adopted by agencies and organisations in other parts of the world outside Australia, mainly in English-speaking countries such as Canada, the United States of America and United Kingdom, but also in Japan and the Netherlands. In 2014, it was estimated there were 41 local authorities practising Signs of Safety in the UK and the model was being used in 13 countries. The first international gathering of practitioners from around the world was held in England in 2005 and the most recent took place in Norwich in 2016. ³

3. In 2014, the Department for Education in the United Kingdom awarded £4.8million under phase two of the children's social care Innovation Programme to an initiative involving ten local authorities in England, including the London Borough of Brent. The project is led by consultants Munro, Turnell & Murphy (MTM) and aims to improve the

¹ Munro, Turnell and Murphy, 'Transforming Children's Services with Signs of Safety Practice at the Centre', August 2014, p3

² 'The Signs of Safety Child Protection Practice Framework', Government of Australia; Department of Child Protection, 2011, p6

³ Munro, Turnell and Murphy, 'Transforming Children's Services with Signs of Safety Practice at the Centre', August 2014, p3

quality of work with children and families and achieve better outcomes by aligning practice, policies and procedures in children's services with Signs of Safety. ⁴

5. Signs of Safety is a brand owned by the Resolutions Consultancy, which is led by Andrew Turnell and holds the international Signs of Safety trademark. Resolutions ensures that the brand is maintained to a high standard and licences training. ⁵

Principles

6. Constructive working relationships are key. Signs of Safety adopts a collaborative approach to working with families and children, aiming to nurture the residual strengths within a family to enhance a child's safety as well as address any risks or maltreatment. The model fosters a partnership and shared responsibility between a family unit and practitioners to create a mutually agreed understanding of what may need to change. Signs of Safety rejects the paternalistic approach of practitioners imposing solutions and instead enables the family, including its wider network, to create safety for a child. Constructive working relationships are a key principle not only between professionals and a family, but among professionals and agencies with whom a practitioner works, and should encourage a respectful and honest discussion of concerns or worries. ⁶

7. Signs of Safety encourages practitioners to think critically, which means reflecting on what has worked and not worked and acknowledging when something is incorrect. This principle is also expressed by Professor Eileen Munro's maxim: 'The single most important factor in minimizing errors is to admit you may be wrong'. ⁷ Critical thinking requires balanced thinking about strengths and risks to avoid an overly negative or positive view; remaining open-minded and taking a more questioning approach. ⁸

8. A third principle is that it is grounded in everyday practice. For example, when an assessment and safety planning are done they are based on a child's experiences, and practitioners' experiences and practice-led evidence are an engine of learning.

⁴ www.gov.uk/government/speeches/edward-timpson-outlines-successful-innovation-programme-bids, 31 October 2014; www.springconsortium.com/evidence-learning/how-projects-are-being-evaluated/#t9

⁵ resolutionsconsultancy.com/about-the-licensing-program

⁶ Amanda Bunn, Signs of Safety in England, (NSPCC, 2013) p7; Munro, Turnell and Murphy, 'Transforming Children's Services with Signs of Safety Practice at the Centre', August 2014, p3

⁷ Eileen Munro 'Effective Child Protection', 2008, p125

⁸ Munro, Turnell and Murphy, 'Transforming Children's Services', August 2014, p3

Disciplines

9. Signs of Safety encourages the use of disciplines to improve a practitioner's work. They include a clear understanding of past harm, future danger and complicating factors; being able to distinguish between strengths and protection; writing in clear specific language which is free from jargon and ambiguity; a focus on specific and observable behaviours rather than generalisations, and a skilful use of authority.⁹

Tools

10. Signs of Safety has its own tools for risk assessment and care planning to map what danger or risk there may be as well as establishing the strengths within a family. They are used by practitioners together with the children and families and the network of people who support them and help to elicit in unambiguous language, the different views of concern or danger as well as the existing strengths and safety in a family.¹⁰ The joint use of the tools by members of the family and a practitioner means that it is not just the professional's perspective which shapes assessment and planning.¹¹

11. A favoured assessment tool which complements the disciplines is the Three Columns, which asks 'What are we worried about? (past harm, future danger, complicating factors)', 'What's working well? (existing strengths and safety)' and 'What needs to happen? (objectives for future safety and next steps to secure them).¹² It also asks a scaling question on a 0-10 scale to rate the immediate situation for a child.

12. The Signs of Safety model also has its own tools which allow a child's perspective about the issues and what has been happening to them to be expressed, these include: Three Houses, Wizards and Fairies, Safety House and Words and Pictures.¹³

13. Scaling questions are another technique favoured by Signs of Safety. That means asking a question requiring a fixed response on a scale of '1-10' rather than exacting generalised and ambiguous replies which contain little specific information. Scaling can be used in different settings as well as with partner organisations and agencies.

⁹ www.dcp.wa.gov.au/Resources/Documents/SOS_Disciplines.pdf

¹⁰ www.signsofsafety.net/signs-of-safety-2/

¹¹ www.signsofsafety.net/signs-of-safety-2

¹² www.westsussex.gov.uk/media/3180/signs_of_safety_overview.pdf

¹³ Amanda Bunn, Signs of Safety in England, (NSPCC, 2013) p9

Research

14. Since the model was first developed in the 1990s research has been done by different organisations to understand the effects on child protection and social work. However, it should be noted that many of these studies were done outside the United Kingdom and in areas which are different in profile to the London Borough of Brent. On the whole, the research highlights a number of improvements in organisations which have adopted Signs of Safety as the practice framework for child protection. The benefits to practitioners have been improved morale and decision-making, and better relationships between them and the key professionals with whom they work while organisations have recorded reduced rates of child removal and the length of cases. ¹⁴

15. Research based on social work in Minnesota in the United States identified long-term success benchmarks such as improved satisfaction among families and workforce retention, and reduced child protection interventions and court involvement. Short-term indicators of success were a marked change in professional philosophy, increased worker confidence in Signs of Safety, support in using the practice model from workers and supervisors, practice-sharing, and educating other partners in Signs of Safety. ¹⁵

16. One of the largest studies in the United Kingdom was by the NSPCC in 2011 who interviewed practitioners in a number of local authorities which had introduced the model at that time. Generally, the practitioners interviewed thought Signs of Safety was particularly effective in child protection because it helps to create partnerships and good working relationships with parents, identifies risk and makes practitioners more specific in identifying issues. In addition, Signs of Safety was much more likely to engender change and action when working with families in comparison with other models. ¹⁶

¹⁴ www.signsofsafety.net/research

¹⁵ Maggie Skrypek, Christa Otteson and Greg Owen, 'Signs of Safety in Minnesota: Early Indicators of Successful Implementation in Child Protection Agencies', Wilder Research December 2010, pp.26-34

¹⁶ Amanda Bunn, Signs of Safety in England, (NSPCC, 2013) p123

Chapter 2 Brent's Context

Children and Young People

17. In Brent the population of children and young people aged 18 and under is rising. At present, there are an estimated 78,777 in that age group or 24.3% of the total population.¹⁷

18. Brent is one of the most ethnically and religiously diverse local authority areas in the UK. In the borough's primary schools 68.7% of children have English as an additional language; the figure in secondary schools is 55.2%.¹⁸ The largest minority ethnic groups of children and young people in the borough are Asian/Asian British and Black African. About 75% of all under 18s in Brent are from minority ethnic groups.

19. The proportion of primary school children eligible for free school meals is 13% and at secondary schools in the borough 12.5% of pupils are entitled to free school meals.

20. The Index of Multiple Deprivation ranks Brent 55 out of 326 local authority areas in England measured by the number of neighbourhoods in the most deprived top 10%.

Children and Young People's Department

21. The department, which is led by a Strategic Director, is integrated across children's services rather than split into separate units for children's social care and education. The present Cabinet member for Children and Young People started in May 2016 and holds one of eight posts, including the Leader and Deputy Leader, on the council's Cabinet.

22. The department has approximately 700 full-time staff. The majority are based at the civic centre although many operate from locality offices in different parts of Brent.

23. Approximately 167 social workers work in the department of whom about 65% are permanent. The majority of social workers are based in either the front-line locality teams, which cover Harlesden, Wembley, Willesden, Kingsbury and Kilburn, or in care planning. The high proportion of agency-employed social workers in some teams

¹⁷ Children and Young People Department, census mid-year estimate 2016

¹⁸ Brent Council, Children and Young People Department, 3 December 2016

means staff turnover is high although this is little different to other boroughs in London. The department is committed to improving the ratio of agency staff to permanent social workers and started a recruitment campaign to increase permanent staff in 2016. ¹⁹

24. The department works with a considerable number of children and young people. As of 31 March 2016 there were 676 children who had been referred through Early Help. In total, the number of children in need on 31 March 2016 was 1,900. This figure is for children who have been referred to Children's Services and are awaiting assessment, have been assessed and are subject of a Child In Need Plan, and children who are subject of a Child Protection Plan as well as looked after children. ²⁰

25. The department's spending has been reduced considerably. According to Budgets set by the local authority, in 2016/17 the gross expenditure for Children and Young People's Department was £46million; in 2015/16, it was £47million, in 2014/15 it was £49.8million; and in 2013/14 gross expenditure was £57.5million. These figures exclude the council's separate ring-fenced budget for expenditure on schools. ²¹ As the local authority's Revenue Support Grant from central government has been reduced other council departments have seen similar or greater spending reductions. However, the Children's and Young People department is facing a rising population of those aged 18 and under living in Brent, but its resources have been decreasing.

26. The council's proposed 2017/18 Budget, which at the time of writing the report was being consulted on with residents, is clear that a rising population of those aged 18 and under will mean additional costs to maintain services for children's social care. The draft Budget estimates that the population of 18s and under in the borough will rise by 1.0 to 1.2% a year in 2017/2018 and 2019/2020 which will mean estimated extra costs of providing children's social care of £0.4million in those financial years. That extra cost is to provide the same level of services to the population of that age category. ²² For young people who have contact with children's social care there is also rising complexity in issues around gangs and child sexual exploitation.

Brent and Signs of Safety

¹⁹ 'Market Supplement for Children and Families Social Workers' Brent Council General Purposes Committee 31 March 2016

²⁰ Brent Council, Children and Young People Department, 3 December 2016

²¹ Brent Council 'Brent Council Spending 2016-17' April 2016, pp.6-7; 'Brent Council Spending 2015-16' April 2015, p6; 'Brent Council Spending 2014-15' April 2014, p6

²² Brent Council Cabinet 24 October 2016, 'Budget Proposals 2017-18 to 2018/19'

27. In 2012, Brent was one of the few London boroughs to introduce Signs of Safety. The department, which was then called Children and Families, implemented the model for the front-line staff working in children's social care, but the initiative was not effectively embedded and petered out.²³

28. In 2014, Brent Council was invited by Professor Eileen Munro along with nine other local authorities to take part in the Signs of Safety project funded by the Department for Education's Innovation Programme. A commitment to the effective implementation of Signs of Safety was signed by the Chief Executive at the time and the Council Leader. The then Cabinet Member for Children and Young People also gave it her support.

29. From October 2014 to March 2016, Children and Young People worked with the MTM consultancy to introduce Signs of Safety as part of the Innovation Programme. MTM is led by Professor Eileen Munro, Dr Andrew Turnell and Terry Murphy. As part of working with MTM, Dr Turnell was the main contact.

30. The introduction of Signs of Safety is a corporate priority for the council. In June 2015, the council's Corporate Plan 2015/16, which monitors progress of the priorities in the Borough Plan 2015-2019, highlighted that Signs of Safety Implementation Plan will be delivered and monitored monthly to help improve the quality of social work practice.

31. Ofsted's (Single Inspection Framework) SIF inspection in November 2015 highlighted improvements from a limited introduction of Signs of Safety, finding that where social workers were using the model, assessments had fuller information, better analysis and a stronger focus on children's wishes, which led to plans and services that met children's needs. In the good assessments the approach was evident. It was also improving management oversight of child protection. Ofsted noted the model was being used in children's centres, where family support workers receive case support from members of the Early Help Team who use the model, as well as in the Brent Family Front Door, and at case conferences. However, it said Signs of Safety was not being used uniformly nor fully embedded in all practice.²⁴

Chapter 3 Findings

Implementation

²³ Brent Council Children's Social Care Learning and Development

²⁴ Ofsted, Inspection of services for children in need of help and protection, children looked after and care leavers, 30 November 2015, pp.10-28

32. Implementation of the project to introduce Signs of Safety under the Innovation Programme started in the Children and Young People's department in early 2015. The scale was ambitious, aiming to train officers who work with children and families from the Family Front Door through to those involved in child protection case conferences. This equates to approximately 280 staff, the majority of whom are social workers and are in the Family Front Door, Early Intervention, Locality teams and Care Planning.

33. The depth of change has been ambitious. The department has set out to shift Signs of Safety from being marginal and used by relatively few members of staff, who may have been trained in 2012 or learned about the model in other local authorities, to making it the central approach to how it works with children, young people and their families.

34. The task group's view is that without being part of the MTM project funded by the Innovation Programme, the local authority would have found it extremely difficult to have funded such a large-scale implementation of Signs of Safety. In October 2016, Brent was invited to be part of the application by MTM for phase three of the Innovation Programme which should enable the department to access more funding for implementing Signs of Safety.²⁵

35. To implement Signs of Safety, a project manager was appointed in early 2015. The project manager was a key post, liaising with MTM and facilitating the development of the extensive training programme with staff. The project manager also co-ordinated a Signs of Safety Steering Group, which still functions, attended by the senior leadership team to oversee the implementation. The project manager post was a fixed-term contract which ended in September 2016 because it was paid for from the Innovation Programme.

36. The implementation project has been high-profile. Professor Eileen Munro attended a launch event at Brent Civic Centre in March 2015. In June 2015 there was a staff showcase event at the civic centre, which the Cabinet member for Children and Young People attended and commented favourably on. The internal departmental e-newsletter for staff 'CYP News' has since 2015 carried articles written by staff about their experiences of Signs of Safety, which have been thoughtful and reflective about

²⁵ Task group meeting notes 2 November 2016

their experiences. The Signs of Safety project in the department also circulated its own newsletter 'Innovation'.²⁶

37. The task group found that policies and procedures have been aligned with Signs of Safety during the implementation. For example, the Common Assessment Framework, now called the Early Help Assessment (EHA), was updated to reflect Signs of Safety. Similarly, forms and the electronic casework system have now been updated to incorporate the tools and assessments used in Signs of Safety. However, this took some time and before that social workers were having to do it manually.²⁷

38. As part of the implementation the department has done awareness raising with partner organisations about Signs of Safety. This is important because research highlighted in Chapter 2 suggested that working effectively with partner organisations is an important aspect of implementing Signs of Safety successfully. By August 2015, two half-day sessions with voluntary sector and health agencies attended by 42 delegates had been delivered; there was a presentation to the Brent Local Safeguarding Children's Board by two practice leaders to explain Signs of Safety. In addition, schools and other partners have requested if they can have a briefing about Signs of Safety because their staff have seen it being practised.²⁸

39. However, to date there hasn't been an engagement programme with the wider community. The task group is not advocating training; however, engagement could be done with GPs, health professionals, schools and others through existing strategic forums such as Partners for Brent, or the Brent Local Safeguarding Children Board. This would be more appropriate later in the cycle of implementation. The task group has made a recommendation on this.

40. Recommendation 1: An engagement programme with partners such as schools, GPs and other health professionals is developed to help further raise awareness of Signs of Safety.

Learning

41. Signs of Safety is a branded product and the training can only be done by those who are properly accredited. The training structure is an introductory two-day course,

²⁶ Task group meeting notes 2 November 2016

²⁷ Task group meeting notes 18 October 2016

²⁸ Innovation, Issue 2, The August 2015; Task group meeting notes 2 November 2016

and an advanced five-day course. There are no options to change this. The two and five-day sessions are led by a trainer provided by MTM and are the same for all staff.

42. Fundamentally, Signs of Safety was developed as a tool for child protection; however, training is not limited to staff in Localities and has been taken up by those in services such as Education Welfare, Youth Offending Team and the Virtual School. The methodology for Signs of Safety has been adapted across Children and Young People. For example, the Virtual School adapted the practice to Signs of Learning.²⁹

43. Quick progress has been made in training staff. By August 2015, the department had delivered two-day introductory training courses to 132 participants. Every new employee, including agency staff, attends the two-day training.

44. Completing the two-day training is just the initial step in becoming a practitioner. Training is intended to be a part of learning; the rest comes from practising Signs of Safety in the field which they are encouraged to do as quickly as possible. After the two-day training there are opportunities to develop at seminars, case supervisions, case mapping in team meetings, staff forums and coaching by practice leaders.³⁰ There is also an online resource library with training materials, papers by practitioners as well as forms and plans. Marketing materials such as e-flashcards to reinforce what was learned in training have also been produced.

45. Around 115 practice leaders have been trained by completing the five-day training. The five-day sessions were attended by heads of service, senior managers, and the leadership team which is evidence of the commitment to Signs of Safety. Managers who are agency staff also attend.³¹ There is a framework to promote continuous learning for practice leaders.³²

46. Practice leaders are the backbone of the programme in Brent. Their role is to disseminate information, knowledge and to be an exemplar of Signs of Safety in the workplace. The practice leaders also provide consistent leadership, carry out peer reviews and supervisions and strengthen teams' practice and use of tools and techniques. Every team is supposed to have access to a practice leader.³³

²⁹ Task group meeting notes 2 November 2016

³⁰ Innovation, Issue 2 August 2015

³¹ Task group meeting notes 2 November 2016

³² Innovation, Issue 2 August 2015

³³ Innovation, Issue 2 August 2015

47. Brent considered investing in an officer who would then train other staff in-house. This wasn't done because the member of staff would be highly marketable in Signs of Safety and the department would struggle to retain him or her, which has happened at other local authorities who invested in their own in-house trainer. A social worker the task group spoke to felt that the five-day training could be compressed into three days and made more bespoke.³⁴ However, the task group understands why the in-house training option may not be feasible at present.

48. Generally, the social workers interviewed felt the two-day training was a good grounding, but the five-day training was the most effective in enabling them to work with families in a radically different way. One said: "After the two-day training I came away feeling very positive, feeling it will have a positive impact, but it was not until I had done the five day that I could understand how it is an approach rather than a set of tools."³⁵

49. Training is not offered to partner organisations. However, a social worker must work with professionals from different organisations, which in complex cases can be a large number. It was felt by the department's leadership that the professionals in other organisations need to be aware of Signs of Safety, but not trained as they would not be practising it.³⁶

50. The task group's view is that the training in Signs of Safety is creating a consistent framework for staff, and a consistency in practice and a language that all understand. However, it's important that the department is able to monitor the effectiveness of training. The task group has made a recommendation in this area.

51. Recommendation 2: The effectiveness of training in Signs of Safety is monitored by using existing workplace surveys to benchmark effectiveness and highlight any issues which may prevent the proper development of training.

Practice

³⁴ Task group meeting notes 2 November 2016

³⁵ Task group meeting notes 18 October 2016

³⁶ Task group meeting notes 2 November 2016

52. As noted, the training is only the first step to becoming a competent practitioner in, and a complete learning journey can take from three to five years.³⁷ Practitioners have found it a complex tool, and applying the knowledge in the field can be challenging.³⁸

53. Practitioners were positive about the tools. One said: “I use scaling questions all the time now. I’ll say to a child ‘I need you to give me a number. It’s the most helpful way of finding out with a family where they are.” They also found scaling questions useful with partner organisations. One said: “It makes people think clearly. A nurse might say she’s worried. But worried about what? The scaling question pinpoints what is specific to the situation.” However, some agencies can find it difficult to scale concerns about subjects which are not related to them.

54. The task group’s view is that training in Signs of Safety isn’t leading to it being applied too rigidly. For example, one practice leader said: “I’ve found cases where we are not using it. At times the language can be unhelpful. It doesn’t work for every single case. I wouldn’t like to say ‘autism’ is a worry, it wouldn’t be appropriate to do that.”³⁹

55. The task group was impressed with the knowledge and understanding of the social workers it met. However, there appears to be an unevenness in how well Signs of Safety is being practised. In January 2016, the Brent Local Safeguarding Children’s Board (LSCB) did a case audit of 29 cases using the Signs of Safety approach and found that in 20 cases there was an inconsistent approach, suggesting a use of pre-existing approaches while using Signs of Safety language.⁴⁰

56. A social worker felt it was being used inconsistently by teams and there were pockets of good practice, which in part was to do with staff turnover and confidence. The Strategic Director said that: “There are examples of good practice but it is fair to say we are not consistently good across the department as yet.”⁴¹ It should be remembered that Brent only started the recent implementation for Signs of Safety in early 2015, and that becoming a complete practitioner takes time.

57. Following a management restructure in April 2016, the department in September 2016 recruited a Principal Social Worker, previously the role was held by a head of

³⁷ Amanda Bunn, Signs of Safety in England, (NSPCC, 2013) p116

³⁸ Task group meeting notes 18 October 2016

³⁹ Task group meeting notes 18 October 2016

⁴⁰ Brent LSCB 2015/16 Annual Report p20

⁴¹ Task group meeting notes 18 October 2016; Task group meeting notes 2 November 2016

service as an additional responsibility. This is the first time the department has had that dedicated role and it will be key in the development of Signs of Safety. In the other local authorities who are part of the 10, they have had a social worker dedicated to developing practice in Signs of Safety.⁴²

58. Brent is now part of a national and international network of practitioners. Signs of Safety is an evolving practice and is informed by wider thinking and experience. It's therefore important that the department can share and exchange best practice and experience. A team visited Suffolk County Council and Wokingham Council children's services on a knowledge exchange visit. In July 2016, a group of practitioners from Brent took part in the International Signs of Safety Conference held in Norwich.

59. There are external factors which may affect practising of Signs of Safety. The Strategic Director was open that there are high levels of agency staff although they have been reduced. However, there is also the environment in which social workers must practise Signs of Safety. The Strategic Director expressed a view, which is supported by Professor Eileen Munro, that hot-desking offices can hinder effective working relationships between social workers, which are at the heart of Signs of Safety. Also, there have been problems with the physical environment of one office outside the civic centre. The task group notes these concerns.⁴³

60. The task group's view is that a commitment by the department's leadership is important for the implementation and development of the Signs of Safety as a practice. However, it's also important that members play their part. Therefore, the task group recommends that scrutiny has a role to play in the future to monitor the situation for social workers in Brent and the implementation of Signs of Safety.

61. Recommendation 3: The Cabinet Member for Children and Young People updates scrutiny annually about progress in implementing Signs of Safety, including social worker retention and other factors which may affect development of the practice.

Children and Families

⁴² Task Group meeting notes 2 November 2016

⁴³ www.communitycare.co.uk/2016/04/29/munro-hotdesking-harming-social-work/

62. To understand how Signs of Safety works in practice with children and families members of the task group were introduced to a live case of Child D and Child E by social workers and managers. All the information about the children and adults was anonymised so they could not be identified by any of the members.

63. Task group members were shown how the case mapping works in practice. Officers discussed how they devised a genogram – a graphic representation of a family tree – to plot the relationships between the different members of the family, including the two children and the mother and father, and the wider family members to better understand the family around the children and their wider social network.

64. Officers also demonstrated appreciative inquiry using a technique with the acronym EARS: elicit, amplify, reflect, start over, which enables them to engage sympathetically with a family. This demonstrated to the members how they would engage with a family in a particular case.

65. Officers showed how they would approach the case, by using the Three Columns. They also discussed different danger statements and safety goals for the children which had been written at a case conference by the social workers together with the mother. For example, one danger statement was about the behaviour of Child D at home and in their nursery and the safety goals discussed a plan to help overcome this problem.⁴⁴

66. Task group members noted that the danger statements had been written in plain English and were easy to understand. They were also specific with no ambiguity. The strength of them was that they had been written and agreed together with the mother so they had a strong sense that it wasn't social workers saying to the mother what she needed to do, but that there was an understanding between them and the mother of Child D and Child E. Task group members could see the strength of working in partnership with them, and that a family would find case conference less daunting using this approach because it is collaborative and the working is done together with them.

67. From looking at this case, task group members felt Signs of Safety clearly provides a clear framework for social workers to navigate complex cases and is the right

⁴⁴ Task Group meeting notes 26 October 2016

approach for Brent. The task group also felt that the strengths-based approach of Signs of Safety was an effective way to work with families and as a model for child protection. As noted, Brent has a high proportion of residents who have English as a second language. Social workers reported that the model helps working with those who have English as a second language because of the discipline of using specific and simple language in writing safety goals or danger statements together with the family. ⁴⁵

68. Social workers who the task group spoke to were positive about the approach in working with families because of the partnership approach. They reported that families appreciate having an input into keeping a child safe and it gives them a sense of ownership. Previously, the families sometimes felt they were coming in to be criticised, but now when they work on strengths, they feel much more supported and understood.

⁴⁶

69. The Signs of Safety tools such as Three Houses are mainly aimed at younger children. However the social workers found that 13 and 14 year olds find scaling questions useful. One adapted Signs of Safety for older children using the example of a football team and asking 'who do you want playing in your team and in what position?'

70. Task group members felt that the Signs of Safety tools would also make it easier for a child's perspective to be understood and heard as part of the assessment process.

71. Social workers reported a difference in how receptive families are to the Signs of Safety approach. Some have really bought into it while others will go along with it more because the social worker has asked them to. However, it still makes that relationship in working with the more reluctant families easier. They were also clear that Signs of Safety doesn't take away risk if safety is not there in a family.

Evaluation

⁴⁵ Task group interviews 18 October 2016

⁴⁶ Task group interviews 18 October 2016

72. A key question for the task group was to understand how the department knows or can measure if Signs of Safety is working i.e what are the 'meaningful metrics'? Social workers reported that it improves job satisfaction and they were clearly positive about using it. As noted, Brent already has a high percentage of agency staff. In the long-term it may be possible to see that Signs of Safety is one of the factors which is helping to increase the number of permanent social workers.

73. The Strategic Director said that Signs of Safety should enable greater maintenance of children in their families and life chances are improved for most children if they can stay within a family and prevented from coming into care. However, it needs to be recognised that for those at most serious risk of harm care is a life chance.

74. The Strategic Director's view was that as a result of Signs of Safety we should see fewer children in care. If the borough had a stable population of under 18s we would be able to establish if there was a correlation between having fewer children in care and Signs of Safety. However, we have an increasing population in that age group as noted in Chapter 2. Furthermore, there is also a rising number of unaccompanied asylum-seeking children, which is now one of the largest in London.

75. As the department has only recently started to implement Signs of Safety it may be too early at present to evaluate Signs of Safety. However, it's not too early to start thinking about measuring its effectiveness in the long-term and developing 'meaningful metrics' which could include social worker retention, numbers assessed for Early Help, and numbers of children in care. As Brent is part of a national network this is also something it can work on with other local authorities. The task group has made two recommendations in this area.

76. Recommendation 4(a): Measurements are developed for assessing how effective Signs of Safety has been in the long-term in improving outcomes for children and young people.

77. Recommendation 4(b): Brent works with other local authorities who use Signs of Safety to share information about developing measurements for assessing the effectiveness of the model.

APPENDICES

1. Participants

The task group would like to thank the following members of staff who contributed to the report, took part in the themed discussion or advised it on policy:

Nigel Chapman, Operational Director, Integration and Improved Outcomes

Brian Grady, Operational Director, Safeguarding, Performance and Strategy

Gail Tolley, Strategic Director, Children and Young People

Councillor Wilhelmina Mitchell Murray, Cabinet Member, Children and Young People

And other members of staff in Brent Council's Children and Young People's department.

2. Terms of reference

The terms of reference for the task group will be to:

1. Review and comment on specific challenges to the effective implementation of Signs of Safety.
2. Compare implementation in Brent with implementation in the nine other local authorities which are part of the England Innovations Project.
3. Reflect on the experiences of front-line social workers, families and children in working with Signs of Safety.
4. Highlight areas of good practice and any issues of concern.
5. Examine the budgetary implications for successful implementation of Signs of Safety.
6. Evaluate realistically the depth as well as the scale of implementing Signs of Safety.
7. Assess the extent to which the model is being implemented in terms alignment of policies and procedures, quality assurance, workforce training, and research.
8. Evaluate the commitment of the officer and political leadership to Signs of Safety.

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Cabinet
13 March 2017

Report from the Strategic Director of Regeneration and Environment

For Information and Action

Wards affected:
ALL

Council CCTV Making a Safer Brent: Income Generation and Service Savings

Appendix 2 is Not for Publication

This part of this report is not for publication as it contains the following category of exempt information as specified in Paragraph 3, Schedule 12A of the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)"

1.0 Summary

1.1 In 2015, a full review and consultation over the future of Closed-Circuit Television (CCTV) took place. The review highlighted that cameras were archaic and required an upgrade to ensure operational longevity, reliability and value for money. Options to move towards a more commercially attractive business model were also introduced.

2.0 Recommendation

- 2.1 That Cabinet approve Option 2 CCTV upgrade proposals as detailed in paragraph 3.8, a Wireless Network IP enabled CCTV upgrade.
- 2.2 That Cabinet note the intention to explore and if cost effective enter into arrangements with business partners in respect of Option 2 as outlined in paragraph 3.16.
- 2.2 That Cabinet note CCTV's move towards a modern commercial business model, in line with the Civic Enterprise principles.

3.0 Detail

System & Service overview

3.1 The Council operates over 200 CCTV cameras from its Control room at Brent Civic Centre. CCTV cameras primarily make Brent Safer, giving confidence to the community but are also used for traffic and parking enforcement, housing and fly tip monitoring, environmental ASB, gathering public protection intelligence etc. Therefore

the Council operational reliance and resident safety on the systems are significant. Our vision for a safer, cleaner, greener Brent is directly linked to our CCTV going forward.

- 3.2 Operating costs, notably transmission and maintenance costs, are rapidly increasing. Brent's present CCTV infrastructure is not only using dated technology but is also falling apart due to lack of investment, with some cameras over 20 years old, despite only been designed to last 15 years.
- 3.3 Investing today would make immediate savings and also help the service to adapt to a more challenging economic environment. This would also open opportunities for income generation via monitoring CCTV for Registered Social Landlords, as well as other partner arrangements with neighbouring boroughs and private organisations to minimise any maintenance and management costs. Options to address possibilities of future shared services was also raised as a recommendation set by the Scrutiny Committee CCTV Task Group in their report published November 2015. At present, the service's analogue technology and infrastructure is too antiquated to allow these possibilities and options to be addressed.
- 3.4 The Council is committed to CCTV and MOPAC also view it as a priority, therefore the priority must be to develop a cost-efficient model. The existing system is increasingly unworkable, as costs have begun to exceed budgets. A basic replacement system would cost £1.84m. New digital cameras cost £19k each, which is a reduction of £26k over the previous analogue version and modern systems cost less to maintain.

Benefits

- 3.6 CCTV research and reviews have shown that Brent needs to update its analogue systems towards a digital 'IP enabled' system. Benefits include:
 - **Enhanced recording capabilities** - Increased intelligence and enforcement.
 - **Greater flexibility** - to move cameras and at minimal cost.
 - **Sharing services** - reducing transmission costs to become cost neutral.
 - **Increased income** - monitoring Registered Social Landlord (RSL) CCTV.
 - **Reduced maintenance costs** - new infrastructure requiring less maintenance.
 - **Increased community safety, increased environmental cleanliness** – positively affecting community reassurance.
- 3.7 The impact of CCTV operations are diverse and wide-spread, both keeping Brent residents safe, supporting criminal justice, the night-time economy, and generating income.

Upgrade Options

- 3.8 There are two main options available to complete the upgrade, Wireless and non-Wireless based technology.

Option 1 - Non Wireless IP Enabled: Upgrading area based cameras to digital enabled technology but reliant on cables to transmit data.

- Price includes 50 new cameras.

Option 2 - Wireless IP Enabled: Upgrading all Brent cameras but using our own Wireless network technology.

- Price includes 50 new cameras, an upgrade to 70 existing cameras to go wireless, as well as wireless infrastructure and backhaul links.

- 3.09 Both upgrade options include fibre optic cabling, upgrades to control room interfaces and all needed project labour. Projected timescales can be seen in Appendix 1. The proposal is to procure through a framework agreement established by Eastern Shires Purchasing Organisation.
- 3.10 **Wireless Benefits:** Moving towards a Wireless IP enabled system would remove the majority of the current largest cost to the CCTV budget. Current line rental costs with BT are £116k per year. Moving to a wireless system would save £100k per year. Having our own Wireless Network would also allow Brent to charge Registered Social Landlords, schools and other local businesses for excess wireless band. Currently no local authority has used the spare bandwidth for street Wi-Fi but technologically it is possible and options are being examined to further benefit the capital investment and develop the added social value which this upgrade could present.
- 3.11 **Wireless Considerations:** Future building development could affect transmission and connectivity of the wireless network. The Council would need to install wireless node transmitters on top of all tall buildings however this could not be imposed on any planning application, more encouraged as part of the initial planning process and part of the social value; with added legal clauses to ensure we are allowed access at least.

Costs

- 3.12 Savings on Operating Costs:

| Savings | Option 1 (£'000s) | Option 2 (£'000s) | Difference (£'000s) |
|--------------|-------------------|-------------------|---------------------|
| Maintenance | 15 | 100 | 85 |
| Line Rent | 30 | 30 | 0 |
| Total | 45 | 130 | 85 |

- 3.13 Capital costs on two options:

| Capital Costs | Option 1 (£'000s) | Option 2 (£'000s) | Difference (£'000s) |
|--------------------------|-------------------|-------------------|---------------------|
| System Upgrade | 1,800 | 2,063 | 263 |
| Additional Cameras | 190 | 190 | 0 |
| Project Manager (0.5FTE) | 40 | 40 | - |
| Total | 2,030 | 2,293 | 263 |

- 3.14 For an additional £263k one-off cost, Option 2 delivers £85k extra revenue savings. Currently, the service has 10 readily deployable cameras used to target crime hotspots. However, the service needs greater flexibility and 10 additional cameras would allow it to be more targeted in its operations and bring in business from RSLs.
- 3.15 **Complimentary Staffing Model:** There are limited gains to upgrading the system, without moving to a 24 hour model. The overtime budget would be deleted to offset additional lower graded staff costs. £63k internal growth could be afforded from the savings made elsewhere. No changes are planned to affect the current staff.
- 3.16 **Future Opportunities:** Upgrading and transforming the infrastructure would allow the service to share control room facilities with other organisations with the eventual aim of a large shared service. In the immediate future, this would mean sharing space in the Civic Centre with other organisations and gain that income. Future options to possibly monitor our CCTV remotely from another Local Authority. The proposal also includes sufficient band width to monitor an additional 100 cameras, without spending

anything further on network costs. We could monitor an additional 100-200 cameras if done remotely, and those income generation opportunities are built into the proposed costs. See Appendix 2 for potential income generation based on these options.

- 3.17 **CCTV Location Review:** Camera locations will be reviewed at the point of upgrade approval and upgrade implementation. This is to ensure surveillance covers the correct locations based on the evidence base presented and adhering to the Surveillance Camera Code of Practice. This will be determined via Police data, CCTV incident data and Council ASB resident referral data. Deployable cameras will be available for flexible reactive response for changing hotspot issues; deployable via the Local Joint Action Group and CCTV Panel decisions. Current camera locations can be view electronically via Appendix 3, or via the Brent Council website.

Staged Business Model

- 3.18 There are many possible benefits and opportunities but they all require this initial capital investment.

Stage 1: Upgrade all System infrastructure and interface, switch to 24hr coverage for better use of upgraded system and more commercially attractive model.

Stage 2: Share wireless network available space with local organisations and RSLs, gain income for monitoring and managing. Potential for sharing street Wi-Fi.

Stage 3: Look at a shared service model onsite or off site, via a shared control room or managing other local authorities/partners CCTV. Gain income for shared space and increase savings though potential of shared service.

Risks

- 3.19 There are a number of risks attached to not upgrading our CCTV systems. Without an upgrade our CCTV systems will fail. This may then impact on public reassurance, the Council's reputation, increased crime and ASB, and a reduction on community safety.

4.0 Financial Implications

- 4.1 The total budget required for the preferred option is £2.3m. This includes £0.190m for 10 additional cameras and £0.040m for a project manager to manage the upgrade.
- 4.2 It is important to recognise that neither option pays for itself. Option 2 will cost £2.3m and it would cost £0.060m to service the debt alone without paying off the principal. The savings exceed this, but are largely offset by growth required to make the new model work. This is not to dispute the potential for future benefits. The initial investment and change to the operating model as identified in Stage 1 (3.20) is designed with the clear aspiration of achieving further savings and community benefits in stage 2 and stage 3. However, there are no certainties.
- 4.3 The difference between the two options is the £0.263m. The basic option saves £0.045m in running costs, while option 2's Wi-Fi-enabled model saves £0.130m in running costs. Both options assume a net £0.063m increase in staffing costs to operate a 24-hour model, but the Wi-Fi enabled model would reduce the service budget, even if a broadly equivalent growth in capital financing was necessary.

5.0 Legal Implications

- 5.1 If Cabinet approve Recommendation 2.1, it is noted from paragraph 3.09 that the intention is to procure equipment using a framework agreement established by Eastern Shires Purchasing Organisation (ESPO), namely the Security and Surveillance Framework Agreement. In accordance with Contract Standing Order 86(d)(ii), Chief Legal Officer's confirmation that participating in the Framework Agreement) is legally permissible will be required. On receipt of confirmation, the intention would be to operate a mini-competition amongst providers on the framework agreement. As the estimated value of the contract is in excess of £500k, Cabinet approval would be required for any award.
- 5.2 Should the Council decide to share control room and control room facilities in the Civic Centre with external parties/authorities, it would be necessary for the Council to grant the external party a licence and in the event that the Council wishes to install wireless node transmitters on buildings owned by third parties the Council will need to enter into appropriate agreement/leases with the relevant building owners/third parties.
- 5.3 The intention is for CCTV to move to a modern commercial business model. Depending on the commercial arrangement proposed, further Cabinet approval may be required.
- 5.4 There are various statutory provisions regarding trading and Officers will need to have regard to these before entering into any arrangements with partners. For example, the Local Authorities (Goods and Services) Act 1970 permits local authorities to supply goods and materials and provide administrative and technical services to other public bodies on a commercial basis. In addition, the Local Government Act 2003 introduced a general power to charge and trade. The power to charge is unrestricted and applies in all cases where there is no specific power to charge for the provision of a service. All charging is essentially on a cost recovery basis. The power to trade is more restrictive and must be carried out through a company. The Localism Act 2011 introduced the power of general competence but charging and trading are expressed as limitations on the general power of competence and only allow the charging of discretionary services on a cost recovery basis. Section 4 of the Localism Act does allow trading in areas that are not connected to the performance of its functions so the local authority could engage in trading outside its own area.

6.0 Equality Implications

- 6.1 There are no immediate diversity implications but if the Council entered into a shared service arrangement, a full assessment would need to take place.

7.0 Staffing/Accommodation Implications

- 7.1 A joint Control Room would have both staffing and accommodation implications. This option is currently under review with Wembley Stadium and Wembley Park directors.

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AMAR DAVE
Strategic Director of Regeneration and Environment

Appendix 1: Proposed Timescales

| Milestone | Start | Finish |
|---|--------------|------------------|
| Cabinet Sign off | March 2017 | March 2017 |
| Request to enter into ESPO Framework Agreement from Chief Legal Officer | | May 2017 |
| Mini-competition under ESPO Framework Agreement | June 2017 | June 2017 |
| Cabinet Sign off (awarded contract) | | Aug 2017 |
| ESPO Contract Awarded | | Aug/Sept 2017 |
| System upgrade work takes place | Sept 2017 | March/April 2018 |

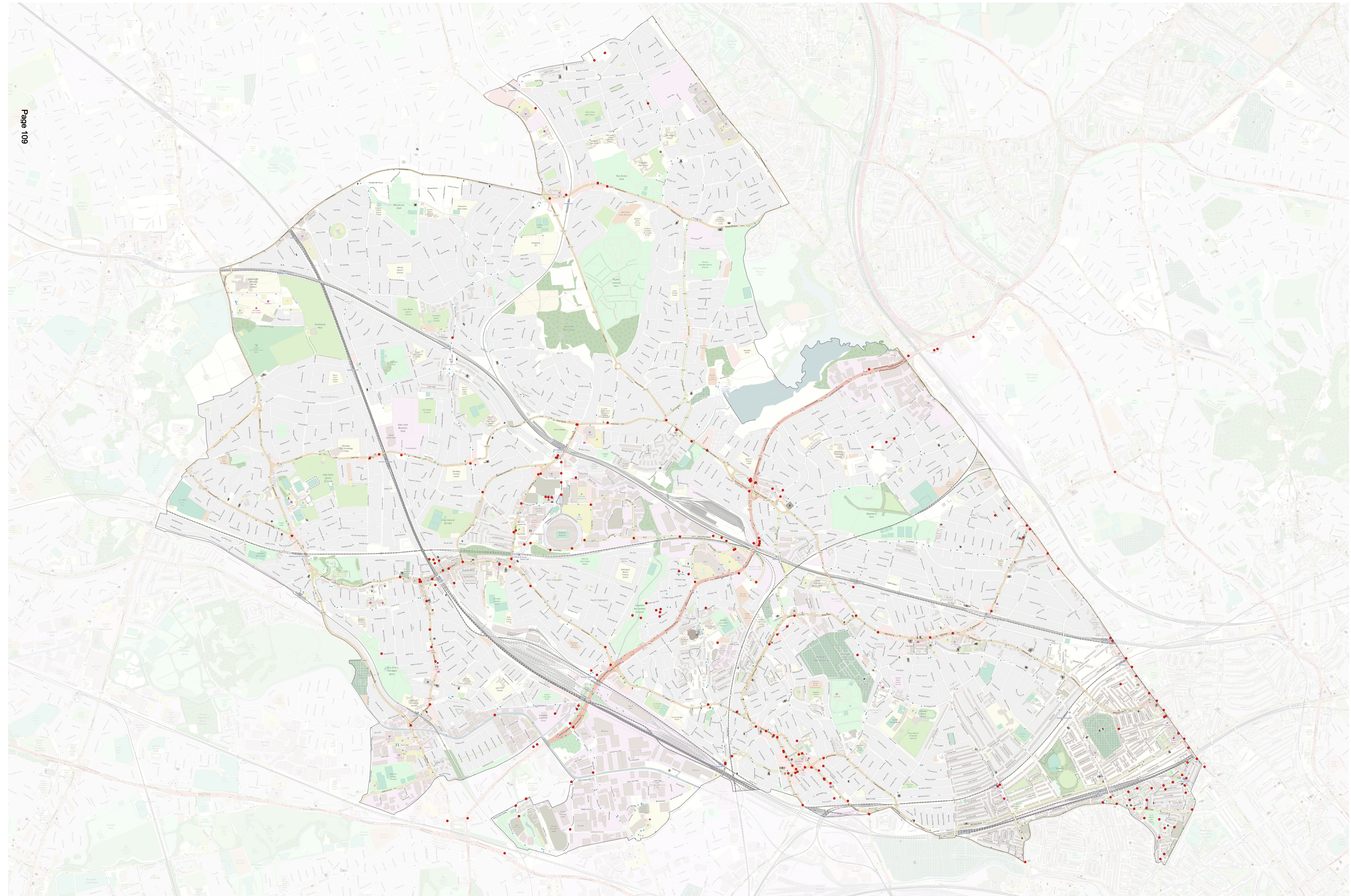
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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.


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Brent CCTV Cameras



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| | |
|--|--|
|  Brent | <p style="text-align: center;">Cabinet 13 March 2017</p> <p style="text-align: center;">Report from the Strategic Director of Regeneration and Environment</p> |
| For Action | Wards affected: Kilburn |
| <p style="text-align: center;">Phase 1 Building Project at the Granville Centre – Approval to Tender Works Contract</p> | |

1.0 Summary

- 1.1. The Granville Centre, will accommodate the Enterprise & Community Hub in the immediate term. This phase of works is referred to as phase 1 and includes refurbishing the Granville Centre by March 2018.
- 1.2. This report seeks Cabinet approval to invite tender for a works contract as required by contract Standing Orders 88 and 89 to complete phase 1 of this project for refurbishment of the Granville Centre to accommodate the Enterprise & Community Hub. The project is being managed by Brent officers and will abide by the LA's financial regulations and standing orders in purchasing, tendering and contracting matters.
- 1.3. This report also seeks a delegation of Cabinet's authority to award high value works contracts to the Strategic Director of Regeneration and Environment in consultation with Lead Member Regeneration, Growth, Employment and Skills and also with the Chief Finance Officer and Chief Legal Officer in order for the delivery programme to be maintained and meet the GLA timescales necessary for receipt of funding.

2.0 Recommendations

The Cabinet is recommended to:

- 2.1 Approve inviting tenders for a works contract in respect of Phase 1 building project at Granville Centre on the basis of the pre-tender considerations set out in paragraph 3.10.
- 2.2 In respect of Recommendation 2.1 above, approve the evaluation of tenders on the basis of the evaluation criteria set out in paragraph 3.10 of this report.

2.3 Delegate authority to award the high value works contract referred to in Recommendation 2.1 to the Strategic Director of Regeneration and Environment in consultation with the Lead Member Regeneration, Growth, Employment and Skills.

2.4 This decision is subject to the GLA grant agreement and other legal documents being entered into by the parties.

3.0 Detail

3.1 Since the 25 July 2016 there has been ongoing dialogue with the Greater London Authority (GLA) in respect of the funding for the Enterprise & Community Hub, who initially were to provide £1.8m towards an Enterprise & Community Hub, however, this came with a tight timescale of delivery of March 2018.

3.2 Officers reviewed the timescale to determine what could be delivered within the GLA's March 2018 timescale. It was evident that a new build could not be achieved, and as a result officers, working with the South Kilburn Trust (whom, it is proposed will manage and operate the Enterprise & Community Hub subject to terms being agreed by Brent's Property Services), looked at delivering a Phase 1 option of refurbishing the Granville Centre in the immediate term to provide for a location for the Enterprise & Community Hub which would meet the GLA timetable. A Phase 2 option looks at the wider redevelopment of the Carlton and Granville Centres being developed in due course.

3.3 The GLA is supportive of proposals detailed in paragraph 3.2 and has approved funding for the Council of £749,058 for the Enterprise & Community Hub project Phase 1. This figure is greater than the initial proposal which was for £350k for Phase 1.

3.4 The delivery of Phase 1 will allow for the Nursery School and Barnardos Children Centre to stay on site in their current locations (Brent Property Services are currently discussing the future use of one specific room with Barnardo's and the SK Trust). The Granville Kitchen and Otherwise Club will enter into arrangements with the South Kilburn Trust for the space they use and will use within the proposed Enterprise & Community Hub, but to date this is expected to be achievable.

3.5 The project team are due to have appointed Lead Architect and consultants to develop the design by the date of this Cabinet meeting.

3.6 The project is being managed by Brent officers and as such will abide by the LA's financial regulations and standing orders in purchasing, tendering and contracting matters.

3.7 Capital funding for this project is being provided by GLA however the proposed works contract, the responsibility for delivery of the project and subsequent risks are with the Council. The project needs to be managed by the council to ensure the budgets are not exceeded.

3.8 The building has a high profile in the community and as such Brent Officers will ensure an ongoing consultation process throughout this project ensuring communications are clear and the community are involved.

3.9 Background

Previous cabinet papers provided Members with feedback from the public consultation which was carried out in respect of the Carlton and Granville Centres site. This report included a recommendation to agree to 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.

Pre-tender Considerations

3.10 In accordance with Contract Standing Orders 88 and 89, pre-tender considerations for both projects to be let using a formal tender route are set out below for the approval of the Cabinet:

| Ref. | Requirement | Response |
|-------|--|---|
| (i) | The nature of the service | Refurbishment of the Granville Centre to accommodate the Enterprise & Community Hub. |
| (ii) | The future estimated value of the contract/s | £650,000 |
| (iii) | The contracts term | Approximately 26 weeks plus 12 months defects period |
| (iv) | The tender procedure to be adopted | Open Tender |
| (v) | The procurement timetable | <p>The procurement would be undertaken during spring/summer 2017. Indicative milestones/timescales are:</p> <ul style="list-style-type: none"> • Contract Notice placed • Invitation to tender period – 35 days • Panel evaluation, interviews and panel decision – 10 days • Contract Award |
| (vi) | The evaluation criteria and process | <p><u>Invitation to Tender (ITT)</u></p> <p>Tenders will be evaluated on the basis of the following criteria and overall weightings.</p> <p>1. Quality Quality will consist of 40% of the overall evaluation. The quality assessment will be evaluated using the following criteria.</p> <ul style="list-style-type: none"> • Proposed application of experience • Design approach and compliance with employer's requirements. • Community participation. • Project Management and resourcing. • Construction approach and technical proposals. |

| | | |
|--------|--|--|
| | | <ul style="list-style-type: none"> • Social Value representing 10% of this score. <p>2. Price Price will consist of 60% of the overall evaluation.</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. The Council will ensure the contract is drafted to minimise all business risks. |
| (viii) | The Council's Best Value duties | This procurement process and on-going contractual requirement will ensure that the Council's Best Value obligations are met. |
| (ix) | Any staffing implications | Officers will prepare the tender pack and manage the process. |
| (x) | The relevant financial, legal and other considerations | See Sections 4 and 5. |

3.11 Property comments

The Granville Centre is a council owned building.

4.0 Financial Implications

4.1 The costs of the proposed works is due to be within the GLA funding approved for this project of £749,058. The budget has currently been split and estimates £650,000 for this works contract.

4.2 The GLA pay this funding in arrears via quarterly applications which must be supported by paid invoices. The Council will therefore be responsible for making any payments for this contract. An indication of the timings of these applications has been set out in the attached schedule.

4.3 It is envisaged that tendered costs will fall within the current capital budget. Should the project costs exceed the anticipated budget then the council is responsible for that financial risk.

5.0 Legal Implications

5.1 The estimated value of the contract is above the Council's Standing Orders threshold for High Value Works Contracts of £500,000. For High Value Contracts, the Cabinet must approve the pre-tender considerations set out in paragraph 3.19 above (Standing Order 89) and the inviting of tenders (Standing Order 88).

5.2 Cabinet is asked to delegate authority to award this high value contract to the Strategic Director of Regeneration and Environment in consultation with the Lead Member Regeneration, Growth, Employment and Skills. If this recommendation is approved then once the tendering process is undertaken Officers will report to the Chief Officer in accordance with Contract Standing Orders, explaining the process undertaken in tendering the contract and recommending award.

- 5.3 The estimated cost of the contract are below the Public Contracts Regulations 2015 (“PCR 2015”) threshold for public works contracts (currently £4,104,394). Therefore, the Council does not need to observe the full requirements of the PCR 2015 but is required to comply with certain provisions to include advertising the contracts opportunity and any award of contract on Contracts Finder.
- 5.4 lease terms will need to be entered into between the various occupants and proposed occupants of the Centre to ensure that the maintenance and repair obligations are clear between all parties.

6.0 Diversity Implications

- 6.1 The Council, through its widening participation, seeks to proactively engage with all local residents living in South Kilburn, and particularly those equality groups who are affected by the South Kilburn Regeneration programme. There has been and will continue to be widespread consultation and community engagement as proposals for the physical regeneration of the South Kilburn area are developed and delivered. The Equality Analysis, which is a live document, will also be updated to reflect the proposed changes to the South Kilburn Regeneration programme.

The services and service users currently based in Granville Centre are likely to be affected by the work carried out as part of Phase 1 of the project (see Staffing/accommodation implications section). The selected contractor should therefore make every effort to minimise the disruption from the refurbishment work and to ensure that an appropriate access is maintained within the premises that will continue to be used. The contractor should also ensure that Phase 1 is carried out and completed within the agreed timescale and in compliance with the relevant Health and Safety regulations and accessibility standards.

The selected contractor will be required to proactively consider the needs of and engage with affected service users and residents with protected characteristics such as children and their parents, disabled people, older residents and minority ethnic groups. Appropriate safeguards must be put in place in terms of the protection of vulnerable children and adults using Granville Centre during the refurbishment work.

It is anticipated that where possible, the selected contractor will offer and/or ringfence employment and training opportunities to local residents, and will also pay the London Living Wage rate as part of the Council’s commitment to reduce socio-economic disadvantage (see Public Services Social Value Act 2012 section).

7.0 Staffing/Accommodation Implications

- 7.1 In Phase 1 there will be accommodation implications for the Granville Kitchen and Otherwise Club as they will need to discuss their requirements with the South Kilburn Trust, as such their accommodation space/access may change.
- 7.2 The Barnardos Children Centre is in discussions in regards to their use of part of the space that is included in the Enterprise & Community Hub.
- 7.3 The other users of the Carlton & Granville Centre may be affected whilst works are carried out but their current space is not included in the project.

8.0 Public Services (Social Value) Act 2012

- 8.1 The Council is under duty pursuant to the Public Services (Social Value) Act 2012 (**'the Social Value Act'**) to consider how the services being procured might improve the economic, social and environmental well-being of its area; how, in conducting the procurement process, the Council might act with a view to securing that improvement; and whether the Council should undertake consultation. As this is a works contract, the Council does not have a statutory duty to comply with the Social Value Act but in accordance with CSO 89, Officers have had regard to the Act in planning the proposed procurement.
- 8.2 The services being procured aim to improve the economic, social and environmental wellbeing of residents of South Kilburn through the delivery of the Enterprise & Community Hub.
- 8.3 Where possible the contract will require that the Contractor:
- 8.3.1 Provide opportunities for local people or prioritise local people for the employment opportunities that may arise during this contract (e.g. apprenticeships, work placements for disabled people or BAME groups, etc); This will be part of the evaluation criteria.
- 8.3.2 Pay the London Living Wage as part of the Council's commitment to reduce socioeconomic disadvantage;

9.0 Background Papers


- 15 November 2016 Cabinet Report - South Kilburn Regeneration Programme – Carlton & Granville Centres Site – Development Options.
- 25 July 2016 Cabinet Report – Carlton and Granville Centres, Granville Road, NW6 5RA – redevelopment and investment proposals

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AMAR DAVE
Strategic Director of Regeneration & Environment

| | |
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|  Brent | Cabinet 13 March 2017 Report from the Strategic Director of Regeneration and Environment |
| For Information and Action | Wards affected: Tokyngton, Kilburn, Harlesden, Sudbury, Alperton, Dudden Hill |
| Managing Street Drinking and Identified Problem Areas – Pilot Programme | |

1.0 Summary

- 1.1 Under Section 13 of the Criminal Justice and Police Act 2001, Brent Community Safety Service implemented a borough wide Controlled Drinking Zone (CDZ), allowing local authorities to designate public areas through the introduction of Designated Public Places Orders (DPPO). A CDZ pilot was implemented on Kilburn High Road from 1 July-31st December 2006 to deal with persistent issues of street drinking along the High Road. As a result of the successful pilot a, Borough Wide CDZ was enacted on 15 December 2007 for the duration of 10 years and is due to expire in October 2017.
- 1.2 Public Spaces Protection Orders (PSPOs) were made available under the ASB Crime and Policing Act 2014 to enforce anti-social behaviours areas and a decision has been taken to utilise the new legislation and target Brent's drinking hot spot areas.
- 1.3 Brent has identified 12 drinking hot spot areas and the new approach allows for an effective policing plan in those problem areas to be implemented. The current Borough Wide approach has not resulted in a reduction in our drinking hot spots over the years.
- 1.4 The pilot programme recommendation was taken to CMT on 30 January 2017 who approved the pilot programme proposal, highlighting six pilot areas.

2.0 Recommendation

- 2.1 That Cabinet authorises consultation on the introduction of six Public Space Protection Order (PSPO) pilot schemes to prohibit street drinking in identified hotspot areas referred to in paragraph 3.7 of this report.
- 2.2 The pilot outcome will help inform the decision making to continue or discontinue Brent borough wide controlled drinking areas which will cease at the end of October 2017.

3.0 Detail

- 3.1 Over the years, the reduction in Neighbourhood Policing and the vast area of the order has led to inconsistency in policing these issues via the borough wide Controlled Drinking zones. This has led to challenges in sustainable enforcement, with other MOPAC priorities taking precedence in Neighbourhood Policing.
- 3.2 Street drinking data over the last three years has shown that Brent's problem is restricted to hot spot locations. In October 2014, the new Anti-Social Behaviour Crime and Policing Act streamlined the tools and powers available to tackle anti-social behaviour. New tools are now therefore available to help tackle Brent's street drinking issues and as the data highlights, a more focused model would be better utilised and warranted moving forward.
- 3.3 Under the new legislation, a PSPO may be made by the Council but only after consultation with the Police, Mayor's Office for Policing and Crime and any other relevant bodies, groups or individuals (such as community leaders or users of a particular area/facility). A PSPO can be made by the Council if it is satisfied on reasonable grounds that the activities carried out, or likely to be carried out, in a public space have had, or are likely to have, a detrimental effect on the quality of life of those in the locality, is, or is likely to be, persistent or continuing in nature, is, or is likely to be, unreasonable; and-justified the restrictions imposed.
- 3.4 The maximum duration of a PSPO is three years and breach of a PSPO is a criminal offence. PSPO's replace Designated Public Place Orders (DPPOs) made under the Criminal Justice and Police Act 2001, which concern the misuse of alcohol.

Pilot Areas

- 3.5 There have been approximately 1,159 calls to the Police which had an alcohol flag between 30/11/2015 and 29/11/2016. As would be expected the hotspots are generally in the boroughs town centres. There are however some town centres which have no hotspots, and some hotspots which are not in town centres.
- 3.6 Overlaying the Council, Police and Ambulance data and licensing reviews, 12 areas have been identified as drinking hotspots. The areas identified are: Neasden, Sudbury, Ealing Road, Kingsbury, Harlesden, Willesden, Wembley, Wembley Park, Cricklewood, Kensal Rise, Kilburn and Queens Park.
- 3.7 A further analysis using voluntary sector data and local intelligence indicated 5 areas within the 12 priority areas, as being most problematic. CMT also recommended Wembley Park area as an area to consider due to an increased foot fall in the area and linked to current and up and coming events at Wembley Stadium. As a result, the six Pilot areas chosen are: **Harlesden, Kilburn, Ealing Road (including One Tree Hill), Neasden, Wembley Park and Sudbury**. The PSPO area will also encompass some areas off the town centres were appropriate.

Implementation Timeline

- 3.8 A four week consultation for the PSPO pilot areas will commence on the March 2017. If the results are favourable the Strategic Director for Regeneration and Environment in

consultation with the Lead Member for Stronger Communities will make the decision on the implementation of these orders in accordance with our Cabinet agreed protocols.

- 3.9 Depending on the outcome of the consultation it is proposed to implement the PSPO's in Mid-April for six months to September 2017. An evaluation report will be sent to Cabinet in August 2017 on the effectiveness of the orders which will inform Brent's decision making on the current Borough Wide Controlled Drinking Zone which ends in October 2017. We hope the pilot scheme will evidence if there has been a reduction in reported anti-social behaviour in the selected areas.
- 3.10 The evidence of street drinking and associated anti-social behaviour will be used to update the Statement of Licensing Policy. There is a direct causal link between the behaviour of street drinkers which is characterised by drinking in the street, park, vacant land or private land in groups or singly, littering the streets etc. urinating and on occasions defecating. At the most recent licensing appeal the District Judge stated such behaviour is clearly anti-social, is a public nuisance and amounts to crime and disorder, resulting in a diminution in the quality of life of local residents."
- 3.11 Therefore, the Statement of Licensing Policy can look to include cumulative impact polices for off-licences in the PSPO areas and limit opening hours of existing businesses for sale of alcohol. It can also propose to promote specific standards such as no sale of single cans of alcohol, no sale of high strength alcohol over 6.0% ABV, no service to people whose photographs have been distributed by Police etc.

4.0 Financial Implications

- 4.1 The approximate cost of affixing the notices in the Town Centres will be £3,000 and will be funded by the Regeneration and Environmental Services budget.
- 4.2 If the PSPO warnings are breached a Fixed Penalty Notice of £75 is payable, discounted to £50 if paid within 10days. We approximate an income of £500 per month on Fixed Penalty Notices and expect this income to drop steadily once greater compliance is achieved due to increased enforcement. There are no budget implications arising from this proposal.

5.0 Legal Implications

- 5.1 The Anti-Social Behaviour, Crime, Crime and Policing Act 2014 provides the Council with power to make PSPOs in the proposed pilot areas where a particular nuisance or problem which is detrimental to local community's quality of life, by imposing conditions on the use of those areas. PSPOs can also be used to deal with likely future problems (section 59). However there are 2 conditions that need to be met for issuing PSPOs, in that the Council needs to be satisfied on reasonable grounds that:
- (i) the activities carried on, or likely to be carried on, in a public place are detrimental to the local community's quality of life, and
 - (ii) that the impact justifies restrictions being put in place in a particular area.
- The behaviour must also be ongoing and unreasonable (section 59(2) and (3).
- 5.2 Before deciding to make the PSPOs, the Council must comply with certain statutory requirements relating to publication, consultation, notification and information in respect of the proposed PSPOs in the pilot areas. In addition, the Council will need to evidence that it has given regard to statutory guidance issued by the Secretary of State, and certain

human rights issues. Where the proposed PSPOs restrict access to a public right of way, in any of the pilot areas then the Council must consider the wider impact on those in the locality and the availability of other routes. These requirements also apply to decisions to extend the period of, vary or discharge an order.

- 5.3 The PSPOs for the pilot areas would last for up to three years before requiring a review (section 60(1)). However they can be varied or discharged at any time.
- 5.4 There is an appeal route for the PSPOs or a variation of them to the High Court. The timescale for an appeal is within six weeks of the PSPOs or variation of any of them being applied for. However, this does not preclude other interested parties from seeking judicial review.
- 5.5 Breach of a PSPO is a criminal offence, subject to a fixed penalty notice (of up to £100) or prosecution.
- 5.6 When considering whether the six proposed PSPOs can be made, the Council must consider the equality impacts of the decision to be taken, pursuant to the equalities duty under section 149 of the Equality Act 2010.
- 5.7 The equalities duty requires the Council when carrying out its functions, to have due regard to (i) eliminating discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; (ii) advancing equality of opportunity between those with a relevant protected characteristic and those without; and (iii) fostering good relations between those who have a relevant protected characteristic and those who do not.
- 5.8 The relevant protected characteristics are age, race, disability, gender reassignment, pregnancy and maternity, religion or belief, sex and sexual orientation. The duty also covers marriage and civil partnership, to a limited extent.
- 5.9 The completed Equality Impact Assessment and consultation responses received in relation to the proposed PSPOs are relevant considerations to be taken into account during the decision making process.

6.0 Diversity Implications

- 6.1 The implementation and policing of PSPO has been in accordance with the Equality Act 2010.
- 6.2 An Equality Impact Assessment will be carried out before the implementation of the PSPOs.

7.0 Staffing Implications

- 7.1 The introduction of the Met Patrol Plus scheme in May/June 16 will also ensure there is robust policing plan of the PSPO areas in the pilot areas.
- 7.2 ASB Localities Officers, Local Safer Neighbourhood Teams and Kingdom Officers will also assist with the policing of these areas. There will be discussions with Quintain to address what resources they could contribute to the policing of the PSPO in Wembley Park.

Appendix 1: BCST Analysis drinking hotspots

Contact Officer:

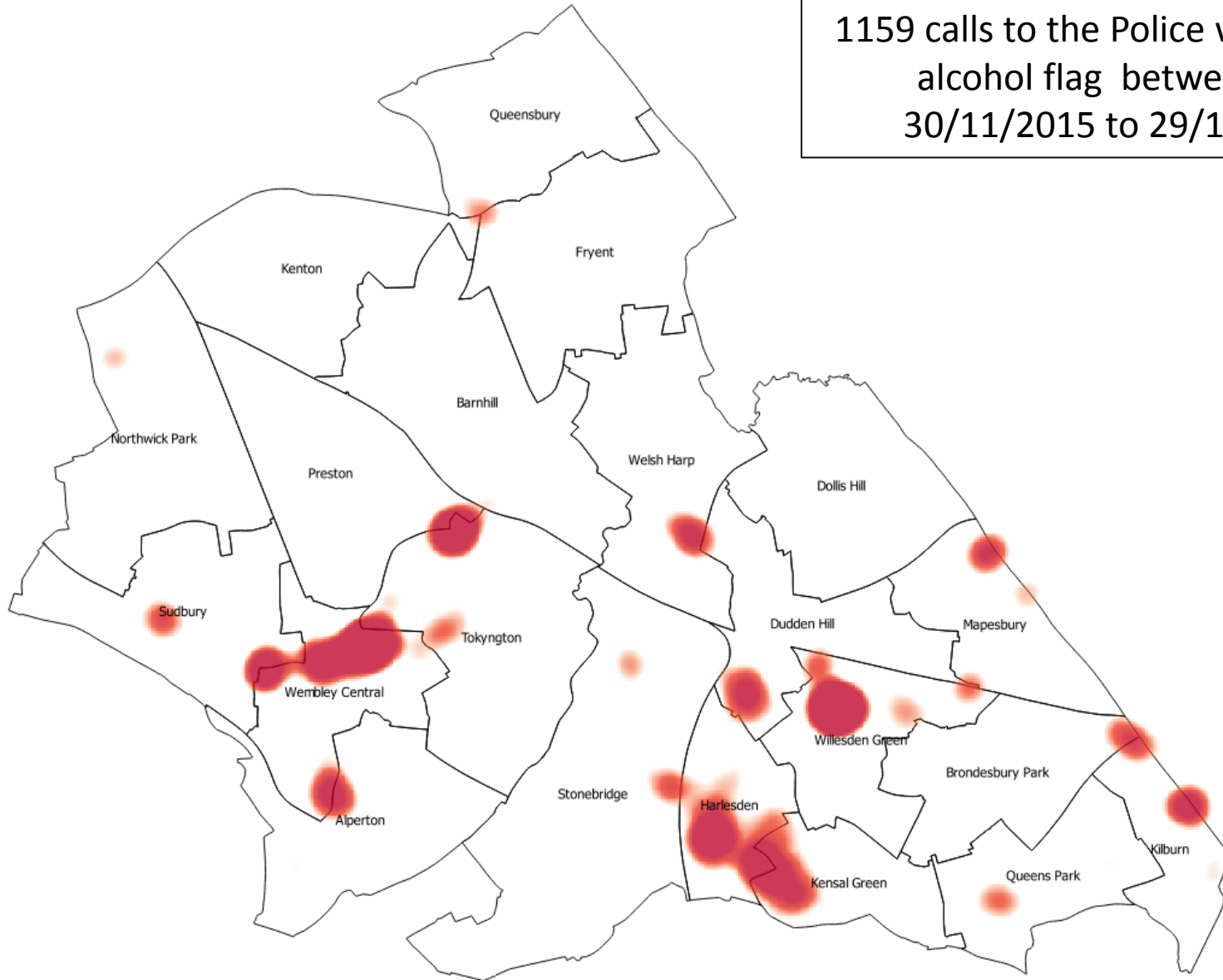
Simon Egbor
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Community Protection
Ext 5853

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Strategic Director of Regeneration and Environment

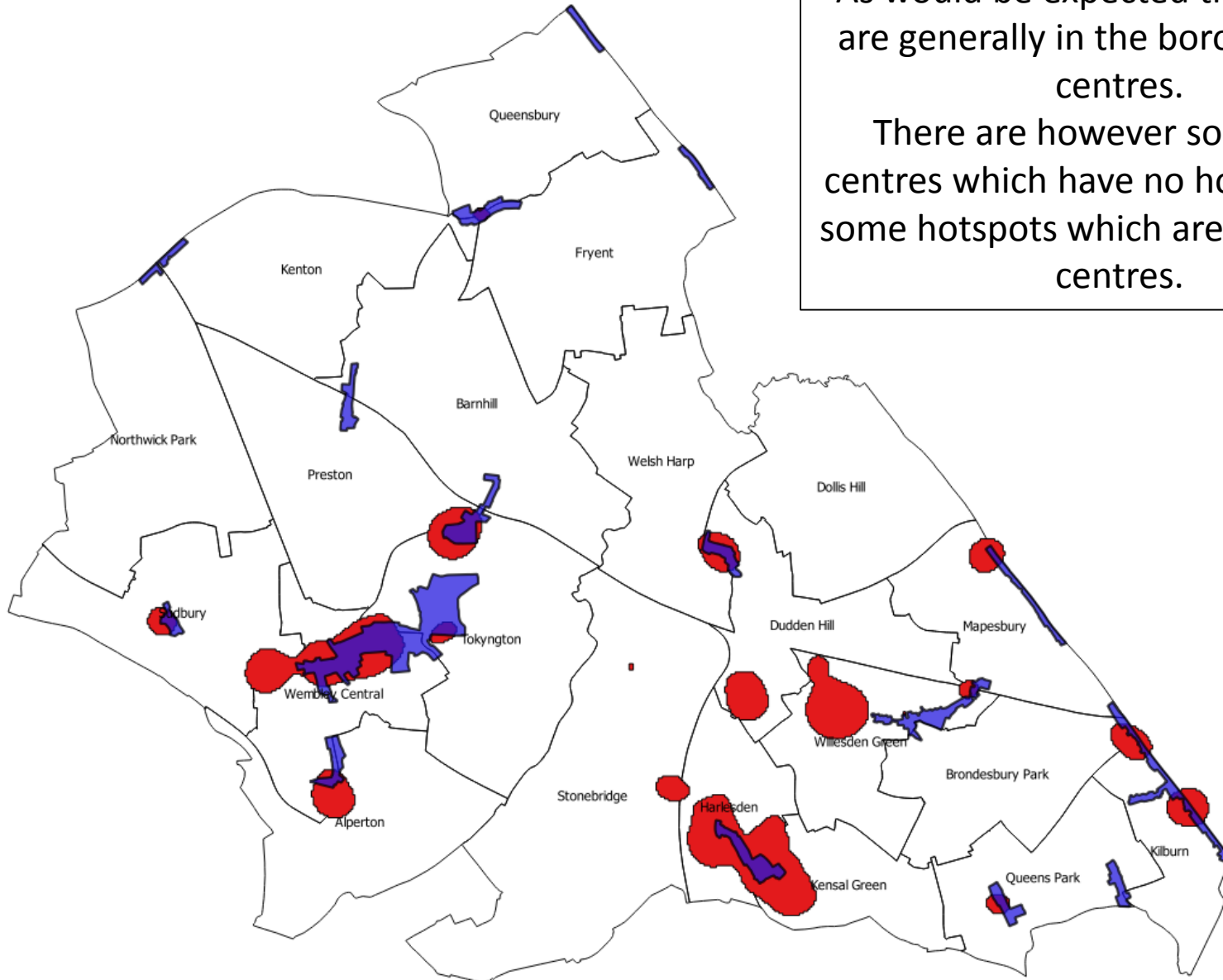
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POLICE DATA HOTSPOT MAP

1159 calls to the Police which had a
alcohol flag between the
30/11/2015 to 29/11/2016



HOTSPOTS AND TOWN CENTRES



As would be expected the hotspots are generally in the boroughs town centres.

There are however some town centres which have no hotspots, and some hotspots which are not in town centres.

HOTSPOTS AND TOWN CENTRES

Hotspots

Town Centre

Kensal Rise

Kilburn

Neasden

Sudbury

Kingsbury

Cricklewood

Ealing Road

Harlesden

Willesden

Wembley Park

Wembley

Not hotspots

Town Centre

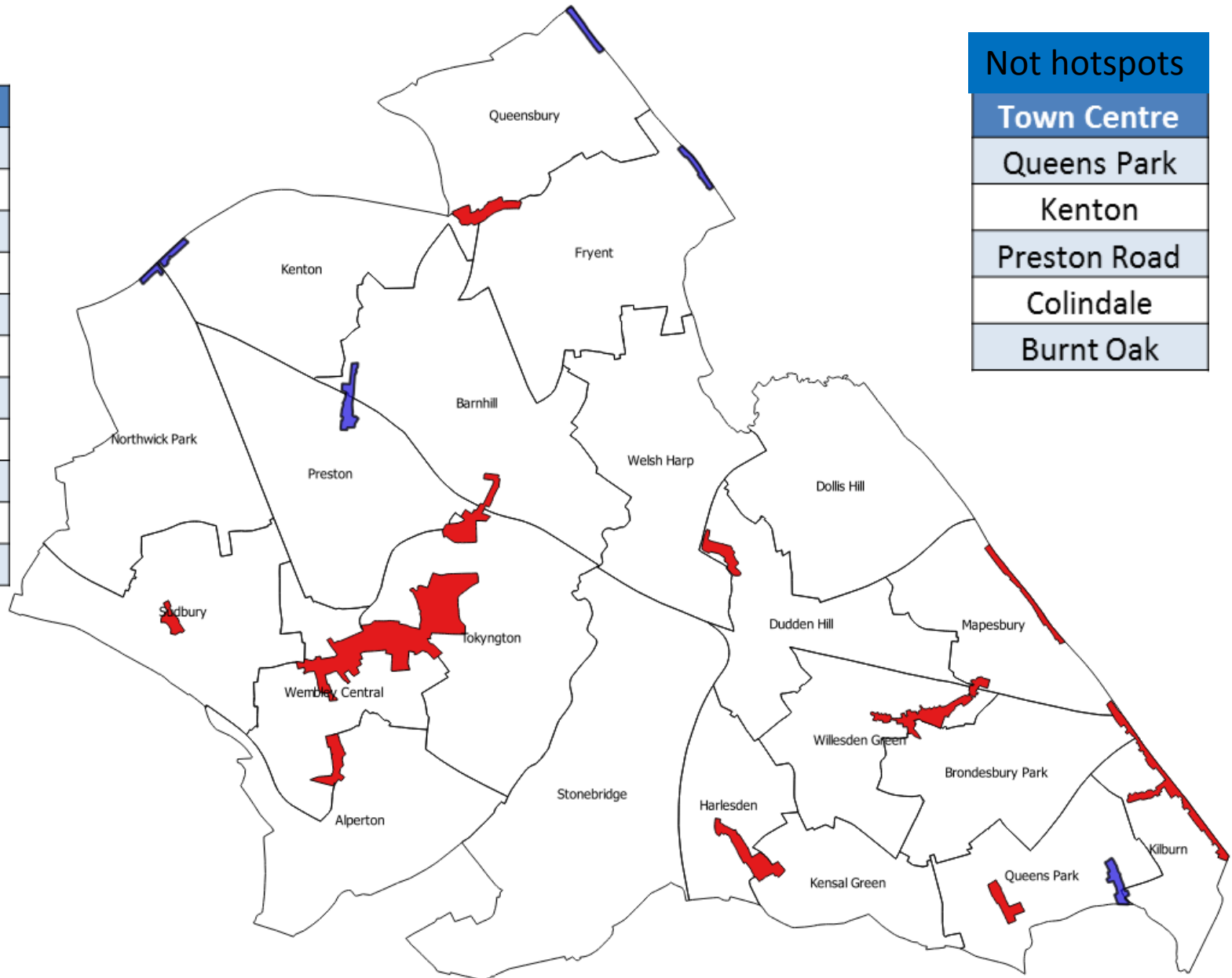
Queens Park

Kenton

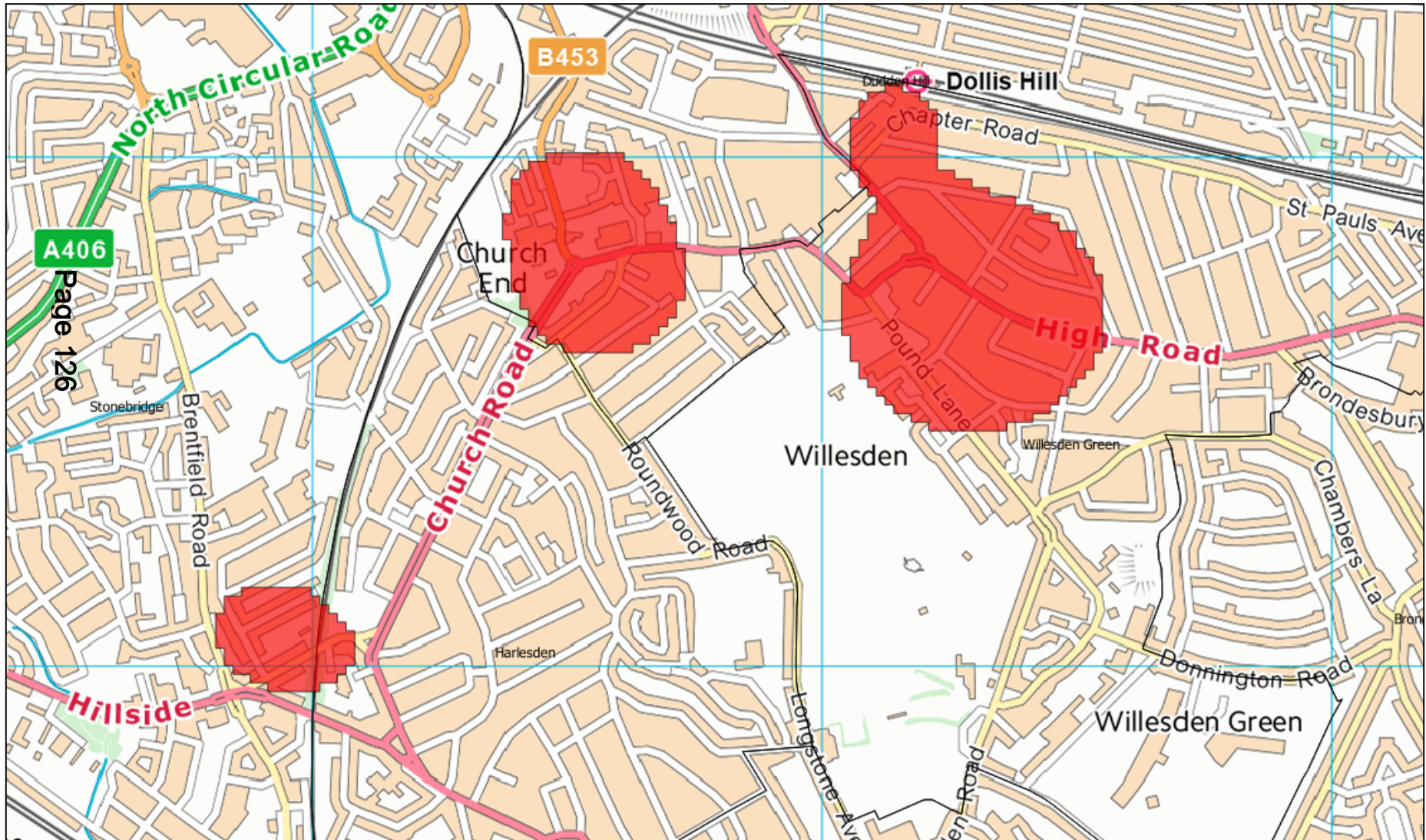
Preston Road

Colindale

Burnt Oak



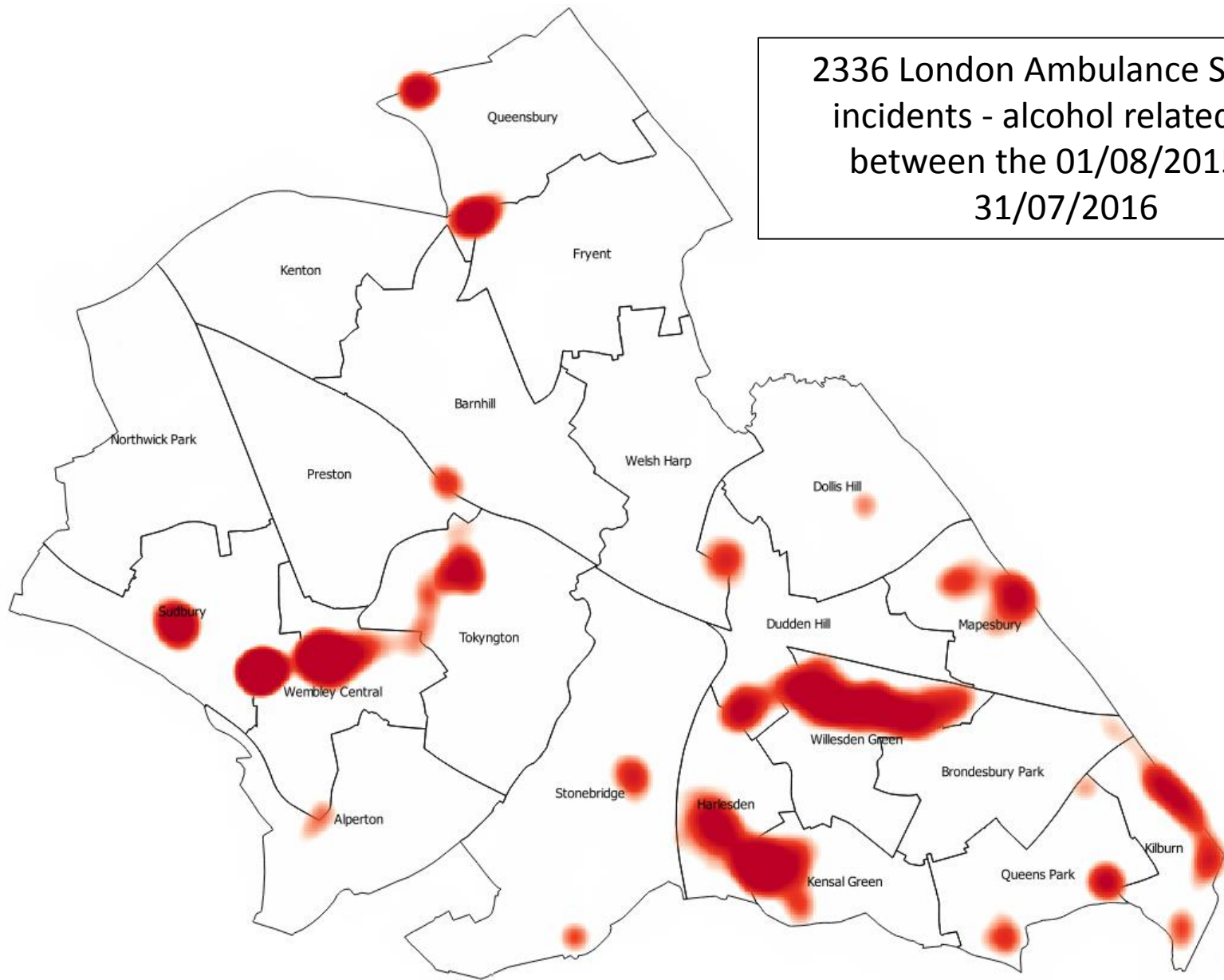
NON TOWN CENTRE HOTSPOTS



AMBULANCE DATA HOTSPOTS

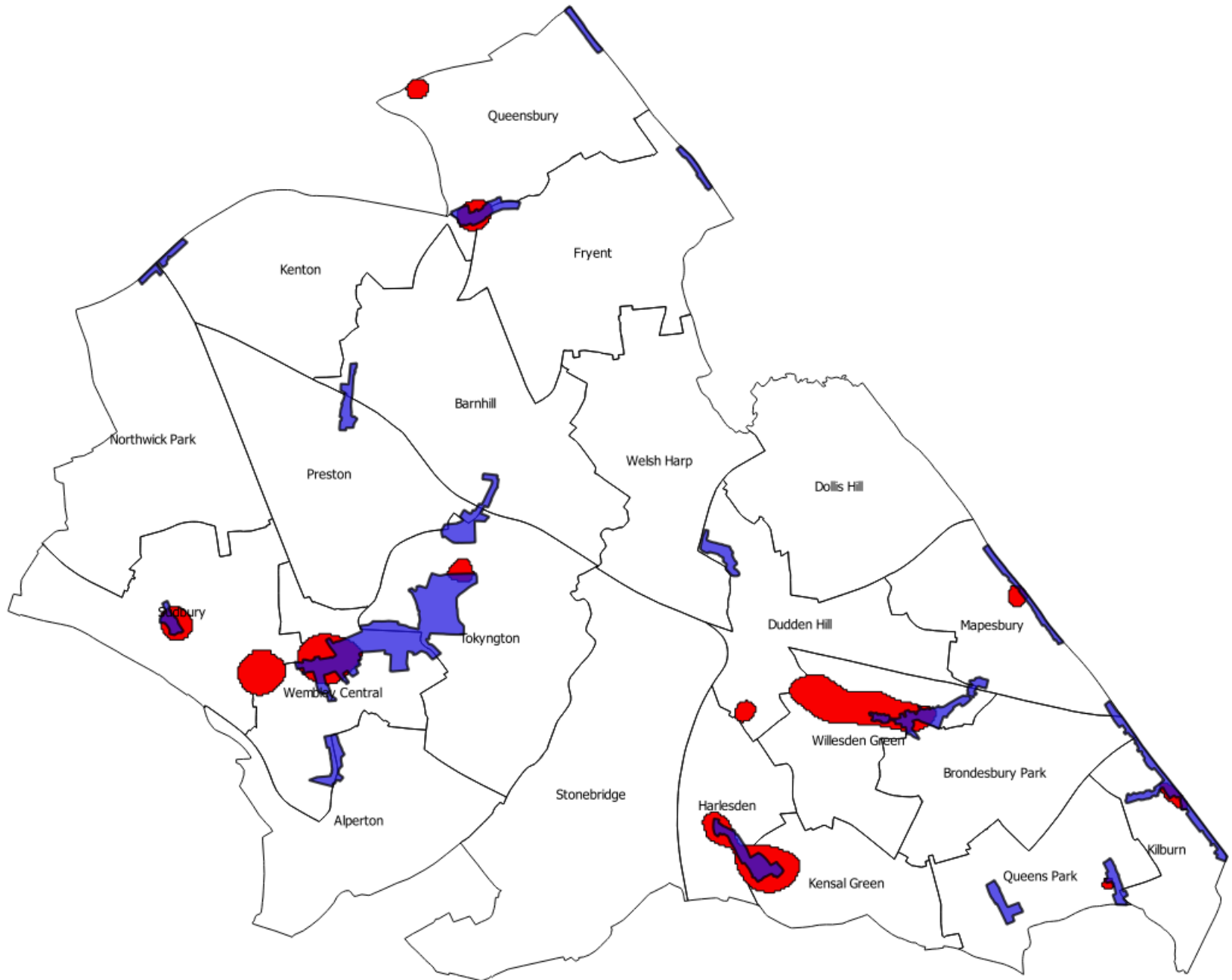
2336 London Ambulance Service incidents - alcohol related flag between the 01/08/2015 to 31/07/2016

Page 127



HOTSPOTS AND TOWN CENTRES

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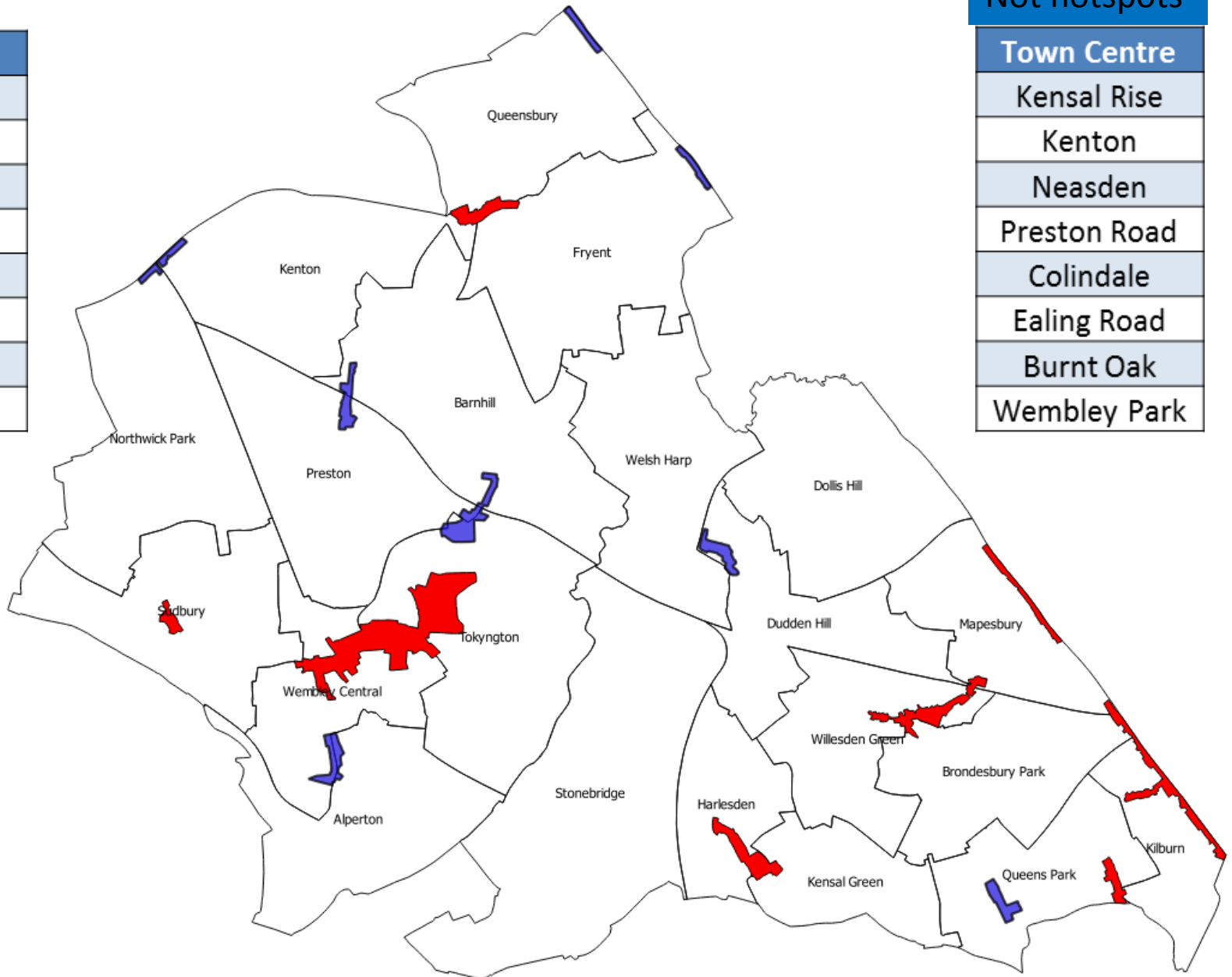
HOTSPOTS AND TOWN CENTRES

Hotspots

| Town Centre |
|-------------|
| Queens Park |
| Kilburn |
| Sudbury |
| Kingsbury |
| Cricklewood |
| Harlesden |
| Willesden |
| Wembley |

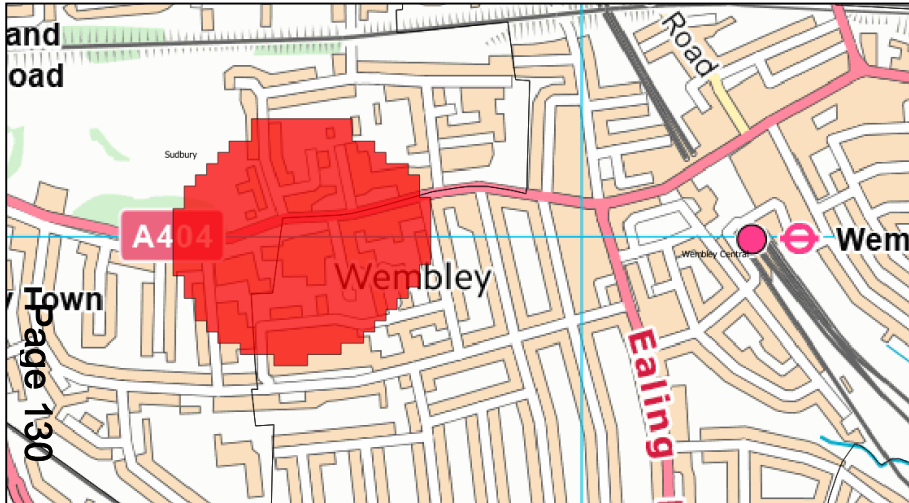
Not hotspots

| Town Centre |
|--------------|
| Kensal Rise |
| Kenton |
| Neasden |
| Preston Road |
| Colindale |
| Ealing Road |
| Burnt Oak |
| Wembley Park |



NON TOWN CENTRE HOTSPOTS

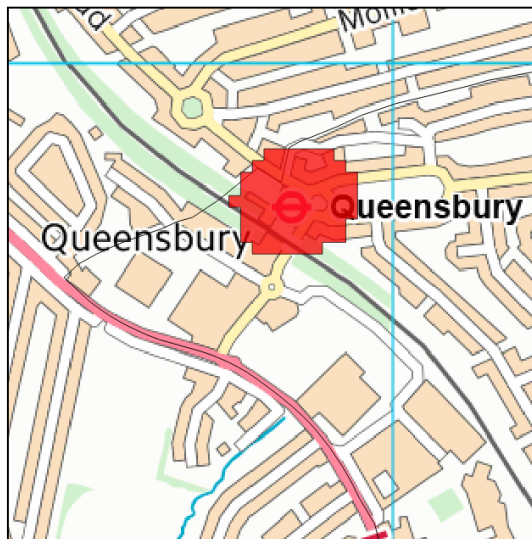
WEMBLEY HARROW ROAD



OLD CHURCH ROAD



QUEENSBURY



COMBINED HOTSPOTS

Town Centre

Kensal Rise

Kilburn

Neasden

Sudbury

Kingsbury

Cricklewood

Ealing Road

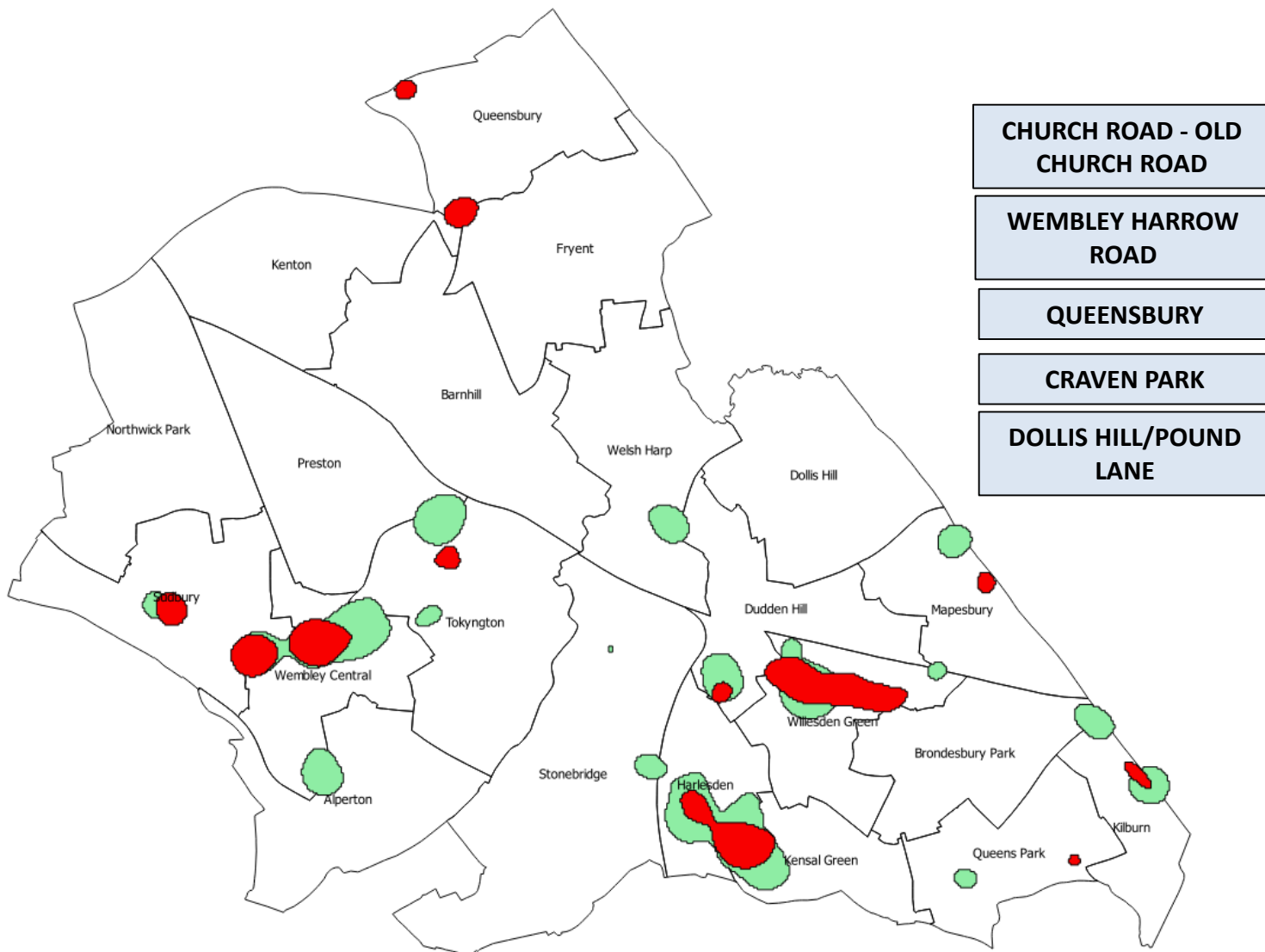
Harlesden

Willesden


Wembley Park

Wembley

Queens Park



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|  <p>Brent</p> | <p>Cabinet 13 March 2017</p> <p>Report from the Strategic Director of Regeneration & Environment</p> |
| For Action | Wards affected: Kilburn |
| <p>South Kilburn Regeneration Programme - Transfer of Land to Network Homes Limited</p> | |

1 Summary

- 1.1 This report seeks Cabinet's approval to grant Network Homes Limited who have an Existing Lease of Bronte House and Fielding House, South Kilburn, (under Network Stadium Housing Association Limited) to take a Supplementary Lease for the Property identified as the Public Walkway land and basement between the North Block and East & West Blocks of the Kilburn Quarter (Bronte House and Fielding House) Development.

2 Recommendations

- 2.1 That the Cabinet agree to grant the Supplementary Lease to Network Homes Limited subject to:
- 2.1.1 covenant restricting use at ground floor to un-adopted highways and public open space for the purposes of informal public recreation or as a public garden or other amenity greenspace and to preserve the right of the public to access the land;
 - 2.1.2 covenant restricting use at basement level (as shown on the attached plan – appendix 1) to use as car parking for the residential premises demised by the Existing Lease in accordance with the Planning Permission (as defined by the Agreement for Lease)
 - 2.1.3 confirmation from the District Valuer that a disposal at zero consideration is appropriate; and to the lessee being bound by any third party rights or overriding interests that currently affect the land

3 Detail

- 3.1 A new east-west pedestrian/cycle route across the former Bronte House and Fielding House site has been developed (see Appendix 1), as part of the wider redevelopment of Bronte and Fielding Houses. At the Planning Committee of 20/6/2012 it was not anticipated at that stage that this route would be adopted as a public highway, but clarification on this matter was to be sought. Since Planning Committee it has been identified that part of the strip of land cannot be adopted due to it being above a basement car park where Network Homes Limited, as part of this report, will be the lessee. The Planning, Transport and Licensing Team have advised that they will not adopt any land which has a sub structure underneath it which is under another ownership. Only part of the land being transferred has a sub structure.

The options to the Council are therefore:

1. The Council can retain this route but it will not be managed and maintained by Highways and Infrastructure and would therefore fall to Property Services to manage as a Council asset.
2. The grant of a supplementary lease to Network Homes Limited for the land, which would be private land with reserved public access, and with a requirement to keep to an acceptable standard for public use (as agreed by Development Control) and should be treated as a public rights of way maintained privately, sufficiently maintained and managed. The supplementary lease will thus incorporate a covenant restricting use at ground floor level to un-adopted highways and public open space for the purposes of informal public recreation or as a public garden or other amenity greenspace and will thus preserve the right of the public to access the land.

Option 2 is the recommended option as this would allow for public access without any management and maintenance cost to the Council. Part of the land could be retained by the Council which does not have a sub structure underneath it, but given management and maintenance costs to the Council and inevitable ambiguity over where the Council's site ends and Network Homes Limited begins, this is not deemed prudent.

- 3.2 Network Homes Limited have agreed to take the land, and for it to be maintained to the standard in this report. Furthermore, Network Homes Limited have guaranteed the rights of access for the public.
- 3.3 Under Section 123 of the Local Government Act 1972 the Council has the general power to dispose of properties by way of sale or lease. The essential condition is that the Council obtains the best consideration that is reasonably obtainable unless it is a lease of 7 years or less.
- 3.4 In this instance given that there is currently no obligation for anybody to maintain the land at ground floor, if an accident occurred through lack of maintenance along with day to day cleaning responsibility, this would fall to Property Services. Property Services do not have the resources to take on this responsibility. The land therefore represents a liability to Brent and it is in the Council's interest for it to be leased. However for the purposes of transparency, confirmation will be sought from the District Valuer that a disposal at zero consideration is appropriate.

- 3.5 The supplementary lease will also be granted subject to the condition that the lessee will be bound by any third party rights or overriding interests that currently affect the land.
- 3.6 The current Lease with Network Homes Limited does not include a lease for the basement section of the site below the section shown in appendix 1. The basement section was part of the site which went out to tender, as such it was always envisaged that Network Homes Limited would have a lease of the entire basement. Without the supplementary Lease the basement section which sits under the strip of land shown in appendix 1 would remain with the Council which was never the intention. The supplementary lease will allow for the use of the site as car parking for the residential premises demised by the Existing Lease in accordance with the Planning Permission (as defined in the Agreement for Lease).

4 Financial Implication

- 4.1 The Council are not asking for any receipts from Networks Homes Limited for the transfer of this land nor paying Network Homes Limited for taking the same. A peppercorn rent would apply. Moreover, this de-risks the Council, as potentially there would be maintenance costs that would fall to the Council that will now be avoided.

5 Legal Implications

- 5.1 The Council have engaged Pinsent Masons Solicitors to advise, prepare and execute the Supplementary Lease.
- 5.2 The Local Government Act 1972 provides powers to the Council to dispose of land in any manner it so chooses provided that the Council obtains the best consideration for that land.
- 5.3 In certain circumstances the Council may dispose of land at less than best consideration, these circumstances are set out in circular 06-2003
- 5.4 Accordingly the Council should have regard to:
- a. the benefits that the disposal at less consideration will have for the community.
 - b. the best consideration for land must be examined against the direct benefits associated with the disposal
 - c. the difference between the best consideration and the price paid, must not be more than £2 million.

6 Diversity Implications

The proposed grant of the Supplementary Lease will not change the way the public can access the space, but only who the land is owned and maintained by. Network Homes Limited will be required to guarantee the right of access for the public (at ground floor) and to maintain the land to the appropriate standard.

7 Staffing/Accommodation Implications

- 7.1 There are no specific staffing or accommodation implications associated with the proposals contained within this report.

8 Background Papers

Appendix 1 Plan of area to be transferred

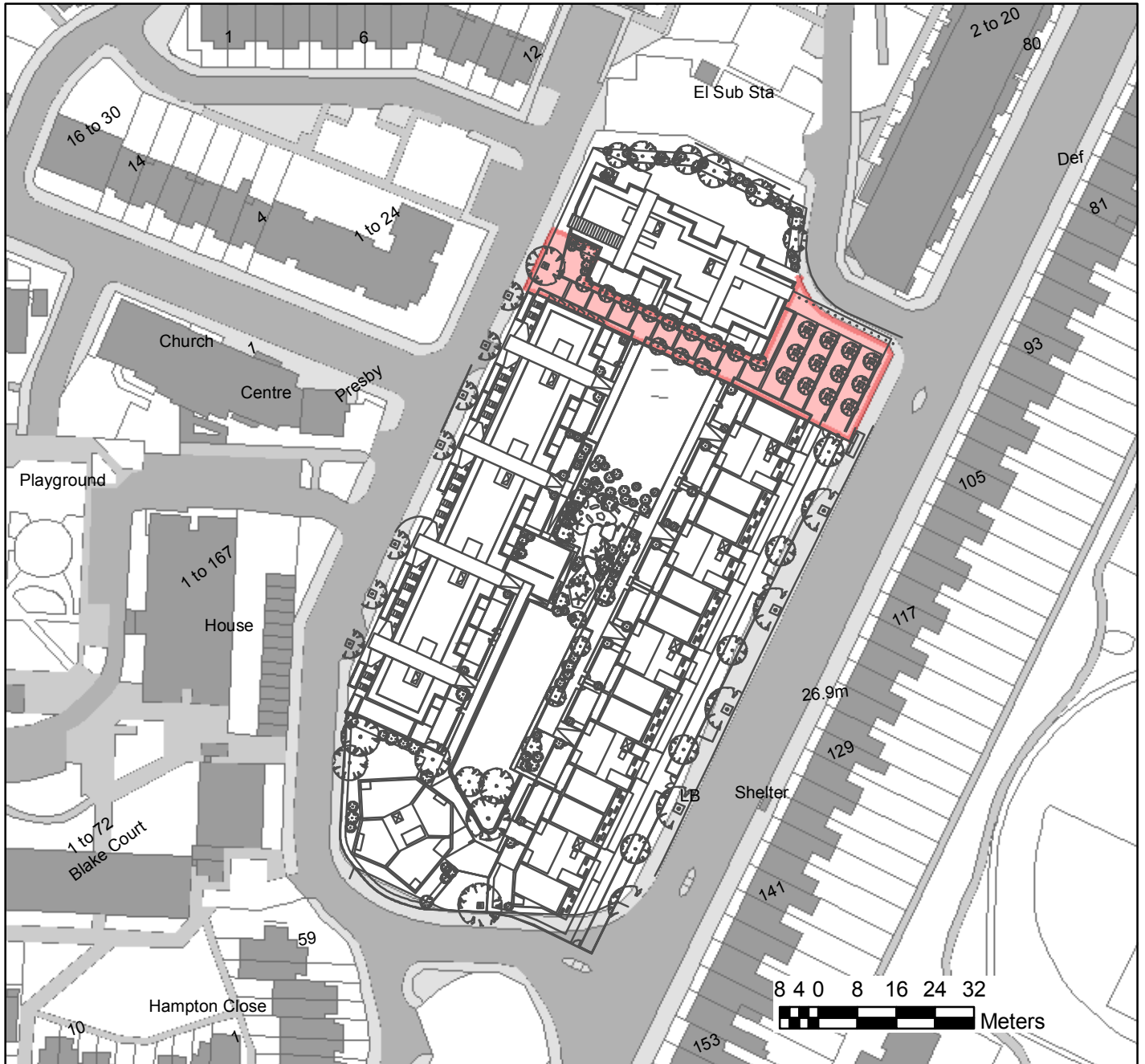
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AMAR DAVE
Strategic Director of Regeneration & Environment

Land Off Hansel Road, Kilburn, London, NW6



Demise



Brent

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Plan to stated scale if printed at A4.

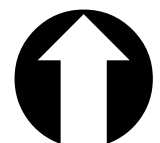
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NORTH



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|  <p>Brent</p> | <p style="text-align: center;">Cabinet 13 March 2017</p> <p style="text-align: center;">Report from the Strategic Director Regeneration & Environment</p> |
| <p>For Action Wards Affected: Kilburn</p> | |
| <p style="text-align: center;">South Kilburn Trust – Proposed Constitutional Amendments</p> | |

1.0 Summary

- 1.1 This report proposes changes to the Articles of Association of the South Kilburn Trust. In summary the main amendment seeks to provide for the Trust to not exclude people who are visiting South Kilburn, acknowledging that people have friends, family and other positive networks who should be welcomed into South Kilburn, and that South Kilburn has needs which could be supported by people who bring additional knowledge, skills, and resources; with other various proposed changes as detailed within this report.
- 1.2 This report confirms that these proposed changes to the Articles of Association will continue to ensure that people living in South Kilburn are the primary beneficiary and that the South Kilburn Trust will only provide services within the original “Area of Benefit” being the South Kilburn Neighbourhood.

2.0 Recommendations

- 2.1 Subject to Recommendation 2.2, that Cabinet gives conditional approval to the amendments proposed to the Articles of Association of the South Kilburn Trust as set out in Para. 3.8.
- 2.2 That Cabinet authorises the Interim Head of Legal Services to require that these proposed changes to the Articles of Association do not permit the Trust to operate outside their “Area of Benefit” as originally agreed when South Kilburn Trust was set up.

3.0 Detail

Background

- 3.1 In 2008, the South Kilburn Partnership (“the SKP”) was set up by the Council as an unincorporated body responsible to act as the vehicle for strategic decision-making for promoting the aims of the South Kilburn New Deal for Communities programme regeneration strategy and to act as an umbrella body to oversee investment in South Kilburn. The SKP incorporated 4 sub-groups that focused on key areas within the agreed strategy – (a) housing and infrastructure; (b) access to employment and skills; (c) young people and education; and (d) healthier communities.
- 3.2 The Council together with the SKP set up the South Kilburn Trust (“the Trust”) (formerly known as the South Kilburn Neighbourhood Trust), as an incorporated entity in December 2008 and formerly registered the Trust as a charity in March 2009 to continue making the links between the physical development activities, which would be delivered by the Council and community development, to raise funding, encourage partnership working and ensure the benefits achieved by the South Kilburn New Deal for Communities were taken forward.
- 3.3 The SKP is no longer in existence and therefore the Council directly leads and delivers on the physical regeneration of South Kilburn with the Trust now providing independent input and support for the other key areas and also to the local community within South Kilburn, alongside the Council’s relevant service units.
- 3.5 The ‘Area of Benefit’ as set out within the Trust’s constitutional documents refers to the South Kilburn new deal for communities programme in the London Borough of Brent and specifically relates to the South Kilburn area; the Trust company was incorporated to oversee the continued regeneration of this area.

3.6 Governing Documents

- 3.6.1 In order to reflect the current reality in terms of company governance, changes in company practice since the Companies Act 2006 and enable the Trust to work more effectively, the Trustees have proposed that changes should be made to the current governing documents, to give legal effect to the revised structure. The current governance documents are: -
- The Framework Agreement – between Brent Council and the Trust
 - The Trust’s Memorandum and Articles of Association (as amended by Special resolution on 28th March 2009 and with effect as of 1st April 2011).

3.7 Framework Agreement

3.7.1 The Framework Agreement sets out the range of decisions to be made by the Trust that must involve and must have the approval or consent of the Council. These matters include the following: -

- Any changes to the Trust's Memorandum and Articles of Association including changes to the Area of Benefit
- Entering into, varying, or terminating any contract or arrangement as long as the contract relates to the expansion of work of the Trust outside the Area of Benefit (South Kilburn)
- Changes to the scope of business of the Trust company
- Undertaking any activity which is likely to prejudice status of the Trust as a registered charity
- Changes to any Bank mandate
- Acquisition or formation of new companies or subsidiaries
- Changes to the structure of the Trust company
- Changes or revisions to the Business Plan

3.7.2 The Framework Agreement provides that as a major strategic partner in the work of the Trust, the Council seeks to be actively involved in the key decisions of the Trust company and to protect the investment that has been made in the Area of Benefit. The Framework Agreement also lists the Trust's obligations to the Council and joint obligations of both the Trust and the Council.

3.7.3 There are no fundamental changes being proposed to the Framework Agreement, though it is noted that references to the SKP in the Recitals and the definition within the Framework Agreement no longer have effect, as this entity has ceased to exist and for some time now the Trust has been acting as the partnership hub and co-ordinator.

3.8 Proposed Changes to Articles of Association

3.8.1 The main changes proposed, which have been agreed by the South Kilburn Trust Board of Trustees at the meeting on 12 November 2013, are:-

- Clauses in the Memorandum are now incorporated into the Articles of Association in accordance with the Companies Act 2006.
- All reference to Annual General Meetings are to be deleted as the advice received by the Trust is that it is no longer a legal requirement for Voluntary Organisations to hold such meetings.
- SK Trust is committed to holding an annual meeting in South Kilburn to enable residents and stakeholders to attend in person. Furthermore SK Trust will hold regular meetings in South Kilburn and adopt a virtual meeting mode only when necessary. This ensures the residents and stakeholders have the opportunity to

attend meetings and engage with the Trust's activities and Business Plan.

- Remove the distinction between resident and stakeholder members – the Articles now should just simply refer to 'members'
- Reference to "South Kilburn Partnership" should be removed
- Extensive terms relating to the resident and stakeholder company members are to be deleted
- An addition to the objects should be made – to allow the South Kilburn Trust to not exclude people who live outside South Kilburn from visiting the area and accessing a service, acknowledging that people have friends and family who live in the broader area, and that South Kilburn has needs which could be supported by people who bring knowledge, skills, and resources, ultimately benefiting the people living in South Kilburn and achieving the primary objects of the South Kilburn Trust.
- Terms of office should now be added for Directors (with the exception of the Brent Council Director appointed), each term to be for 3 years and the maximum number of terms when aggregated with previous appointments shall not exceed a term of 9 years
- Power to appoint co-optees to the Board should now be included in the Articles
- Terms in relation to complaints about Directors should be removed and instead are to be included in a Code of Conduct adopted by the Trust company
- Ability for Directors to hold virtual meetings should now be included. The majority of meetings in any one calendar year will remain physical meetings and in any event the SK Trust will publish minutes of all meetings on their web site for general public review
- Minimum and maximum number of directors now added- a minimum of 5 and a maximum of 11 members of the Board of directors

3.8.2 The proposed change to permit the South Kilburn Trust to not exclude their South Kilburn based services to people who are visiting South Kilburn is deemed by Council Officers, as a substantial change requiring an oversight and approval by the Council's Members in accordance with the Framework Agreement.

3.8.3 Currently the Trust primarily supports South Kilburn residents within South Kilburn and will continue to do so. There are two reasons the change is being proposed. Firstly residents from other Brent areas do come to South Kilburn. For example:-

- visiting friends and relatives

- older people visiting their friends at the South Kilburn Trust's lunch club
- young people attending training or sports sessions with their friends;
- Brent residents' accessing the support and activities at the South Kilburn Studios which the Trust runs;
- People attending local events and festivals which may not be happening in their area.

The Trust has stated that, similar to the Council's aims, it does not want South Kilburn to be an isolated place that only welcomes South Kilburn residents, it wants it to be a place that, while keeping its own identity, is part of a wider area. The Trust also wants to raise the profile of South Kilburn across Brent as a "great place to live, work and play".

- Secondly, people from other areas bring knowledge, skills and resources that the residents of South Kilburn will benefit from e.g. South Kilburn Studios businesses offer traineeships to local young people and run workshops on their area of expertise; and the new Enterprise Hub should bring more established businesses which will additionally bring jobs into the area.

3.8.4 Therefore, to be clear, the Trust is not planning on delivering services in other areas outside of South Kilburn. The Trust itself will only deliver services within South Kilburn with a continued priority on South Kilburn residents. However if this change is approved it will enable the Trust to help some people who visit South Kilburn from other parts of Brent - mainly the neighbouring areas.

4.0 Financial Implications

4.1 There are no direct immediate financial implications for the Council.

5.0 Legal Implications

5.1 At present, there is delegated authority given from the Council's Executive (12 December 2011) to the then Director of Regeneration & Major Projects, in conjunction with the then Director of Legal and Procurement to agree future minor amendments to the Trust's Memorandum and Articles of Association. However, the Trust is required to refer back to the Council's Cabinet to obtain its Member's approval where both the Director of Regeneration & Major Projects and the Director of Legal and Procurement deem the proposed changes to be substantial, especially in policy terms. It is deemed that the redefinition of those able to avail of service provided by the South Kilburn Trust is substantial and will require the prior approval of the Members.

5.2 Representatives from the Trust have set out their rationale for seeking to amend the Articles as reflected in the reasoning in paragraph 3.8.3 above. Members should note that the original funding used to set up

the Trust was legacy money that was ring-fenced very specifically to South Kilburn under the old New Deal for Communities programme.

5.3 Notwithstanding the proposed changes to the Trust's Articles of Association the Trust's Board of Directors will still be bound by the terms of the existing Framework Agreement.

5.4 Recommendation 2.1 seeks Cabinet's authority to give the Council's approval to the necessary proposed changes to the Articles of Association.

6.0 Diversity Implications

6.1 In the exercise of its public related functions, the Trust must continue to pay "due regard" to the need to:

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

6.2 The Equality Act 2010 and the Public Sector Equality Duty (outlined above) cover the following nine protected characteristics: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation.

7.0 Staffing/Accommodation Implications (if appropriate)

7.1 There are no direct staffing or accommodation implications.

8.0 Background Papers

8.1 Executive Report – 12 December 2011

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AMAR DAVE

Strategic Director of Regeneration & Environment



Cabinet
13 March 2017

**Report from the Strategic Director of
Community and Wellbeing**

Wards Affected:
[ALL]

**Authority to Tender Works and Housing Management Services
for the Council's PRS And Nail Programmes**

1.0 Summary

1.1 This report concerns the procurement of frameworks for Refurbishment, Property Maintenance Compliance and Void Management and Housing Management of Private Rented Sector (PRS) properties and those purchased for the NAIL programmes. This report requests approval to invite tenders in respect of PRS / NAIL Works and Housing Management as required by Contract Standing Orders 88 and 89.

2.0 Recommendations

2.1 That Cabinet approve inviting tenders for a Dynamic Purchasing Framework agreement for Works (Refurbishment, Property Maintenance, Compliance, void management) to support PRS and NAIL programmes on the basis of the pre-tender considerations set out in paragraph 3.14 of the report.

2.2 That Cabinet to give approval to officers to evaluate the tenders referred to in 2.1 above on the basis of the evaluation criteria set out in paragraph 3.14 of the report.

2.3 That Cabinet approve inviting tenders for a Dynamic Purchasing Framework agreement for Housing Management to support PRS and NAIL programmes on the basis of the pre-tender considerations set out in paragraph 3.20 of the report.

2.4 That Cabinet to give approval to officers to evaluate the tenders referred to in 2.3 above on the basis of the evaluation criteria set out in paragraph 3.20 of the report.

the report.

- 2.5 That Cabinet delegate to the Strategic Director for Community & Wellbeing the authority to award the above contracts.
- 2.6 The Cabinet approve a variation to the Agreement for Housing Management & Other Services with Brent Housing Partnership (BHP) to extend the interim use of the refurbishment works to a total maximum value of £1.8m.

3.0 Detail

Contract Requirements

- 3.1 Officers using delegated powers appointed BHP in November 2016 to refurbish PRS properties on an interim basis. However, the PRS and NAIL programmes are seeking to appoint through a framework arrangement a highly qualified works contractor to carry out refurbishment, repair, compliance, major works and voids (“Works”) and a Housing Management contractor to maintain and manage the new and growing property portfolios. Under the longer term arrangement the procurement of a framework for the provision of Works will provide a swift refurbishment service aimed at maximising property occupancy and ensuring properties comply with the property standard set by the Council. The second procurement will seek to appoint through a framework arrangement a highly qualified housing management agent. The procurement will seek to replace the housing management contractors whose contracts expire at the end of financial year 2018/2019.

The strategic context to the procurement is that the Council has embarked on a number of programmes to achieve revenue savings including PRS and NAIL. There is a need to deliver Works and Housing Management services to achieve the aims of these programmes. In addition there is a changing strategic environment in which we are procuring these services. Key issues include the potential reintegration of Brent’s Arms’ Length Housing Management Organisation (BHP) and improving performance; the increasing risk and opportunity of Housing Association partners withdrawing from private sector leasing schemes and the incorporation of ‘Investing4Brent’ the Council’s wholly owned company, which presents a commercial opportunity. These opportunities and challenges are likely to increase the Council’s need for a flexible and responsive mechanism to deliver works and services. The proposed use of single contractor ‘call off’ frameworks allows the versatility to use in house and /or external capacity to meet the Council’s needs.

Introduction to the PRS Acquisition Programme

- 3.2 The Council is currently purchasing and refurbishing circa three hundred properties to support the council’s housing needs provision. The refurbished properties would pass to ‘Investing4Brent’ which is the Council’s new wholly owned company and Brent’s private rented sector landlord. ‘Investing4Brent’ has been set up by the Council to own and manage a portfolio of properties

and seek other opportunities such as economic regeneration initiatives. The Company would have access to the works and housing management capacity procured by the Council should it choose to make use of these facilities. The PRS acquisition programme is one of the initiatives agreed by the Cabinet in March 2016 as part of the Temporary Accommodation Reform Plan.

- 3.3 'Investing4Brent' will have a nominations agreement with LB Brent through which 100% of tenants would be nominated by LB Brent's housing needs service. The Council has a track record of nominating to the private rented sector and 'Investing4Brent' will be an additional private rented sector landlord by which the Council can discharge its homelessness duties. Brent currently owns or is in the process of purchase through conveyancing eighty six residential units and will complete its portfolio of three hundred by April 2018. The homes will be located in two management areas:
- Brent (portfolio ambition 120 units) and Greater London (portfolio ambition 30 units), and
 - The Home Counties (portfolio ambition 150 units)

Introduction to the NAIL programme

- 3.4 The NAIL Programme was introduced to develop alternatives to residential care for customers with high care and support needs. This style of accommodation and support gives a more personal service and enables adults to have more control over their home and care which is in line with central government policy.
- 3.5 The NAIL Programme commenced in 2014, and to date has delivered approximately £1.4M in efficiency savings. Care home costs are split between accommodation and the 'care and support' element. When customers are placed in care home settings ASC pay a fee for the placement which also includes food and accommodation or 'hotel' costs. The accommodation/'hotel' costs are an integral part of placement fees, and not eligible for Housing Benefit due to the legal basis by which the accommodation is occupied.
- 3.6 The NAIL Programme accommodation generates savings by providing customers with tenancies which are eligible for Housing Benefit. ASC is only responsible for meeting the cost of the customer's care and support – an average weekly saving of £332 per person, when provided via a care setting. The individual claims housing benefit for the accommodation costs, and use their benefits (which they are not eligible for in residential care) to pay for social activities, utilities, food etc. thus generating efficiency savings for the council.

Scope of the Works framework (refurbishment, maintenance, void management, and compliance) 2017-2021

- 3.7 It is proposed to establish a DPS framework from which the Council would be able to call off works contracts. The contractor would be responsible for the

key to key void maintenance service including carrying out initial property refurbishments following property acquisition. The contractor would also be able to provide responsive repair, planned and cyclical maintenance and ensure properties and blocks of properties are compliant with standards required of a responsible private rented sector landlord.

- 3.8 'Investing4Brent' would have access to the Council's framework to deliver maintenance, major works, compliance, void and service charge works.
- 3.9 The PRS and NAIL programmes require a works contractor able to deliver the same range of services namely refurbishment/conversions, void maintenance, compliance, responsive repairs, service charge related works, programmed and cyclical maintenance. The comprehensive procurement will ensure the capacity and essential skills for both programmes and sufficiently flexible to support other initiatives which may emerge.
- 3.10 A quality refurbishment, maintenance and compliance service is essential to PRS and NAIL programmes. Both programmes recognise a quality service will ensure speedy property key to key turnaround, maximise rental income and preserve through good management the Council's investment. All homes will be let under nomination agreements with LB Brent. The contractor would have a responsibility to liaise with the housing management agents and work within the LB Brent nomination agreement to ensure all stages from pre tenancy termination inspections to handing the keys back to the management agents is swift and problem free.
- 3.11 The contractor will be used to refresh properties between tenancies and ensure compliance such as gas certification, EPCs, lifts, door entry systems, PAT testing, etc. are in place, often working closely with the housing management contractor.
- 3.12 The contractor will deliver the minimal property standards set by the Council. The PRS standard can be found at appendix 1.
- 3.13 There are a number of procurement routes available currently to deliver refurbishment works to PRS acquired properties including:
- BHP have a contract up to £250,000 for works which is being used to deliver security, site health and safety compliance and small value refurbishment
 - The London Construction Partnership is used to refurbish packages of properties between £100,000 and £200,000. Clusters of PRS properties can be bundled together and advertised through closed tender on the London Tender Portal.
 - Properties which require significant works can be tendered on an individual bases.

However, the procurement routes available are insufficient in terms of capacity, timescales and efficiency and therefore it is recommended to use in the short term the efficiencies and capacity already available through BHP's work contracts. BHP would be used during 2017 to deliver works and then the Council would seek to appoint a framework contractor to deliver alongside

BHP or as an alternative to BHP from 2018. It is considered that a budget limit of £1.8 will be sufficient to improve the first tranche of acquired PRS properties and NAIL properties requiring works during the same period.

3.13 The value for money of this framework will be benchmarked using pricing information on similar works

3.14 In accordance with Contract Standing Orders 88 and 89, pre-tender considerations in relation to the Works framework have been set out below for the approval of the Cabinet.

Works Framework

| Ref. | Requirement | Response | |
|-------------|-------------------------------------|--|------------|
| (i) | The nature of the service. | Works (Refurbishment, Property Maintenance & Compliance) framework for PRS/NAIL properties 2017-2021 | |
| (ii) | The estimated value. | Works framework - £9m. This is of sufficient value to provide a facility for other authorities to access | |
| (iii) | The contract term. | Works Single Contractor Framework - The framework will be for a 4 term, to operate 2017-2021 | |
| (iv) | The tender procedure to be adopted. | A restricted or two stage OJEU process and contractors will be able to procure the works framework. | |
| v) | The procurement timetable. | Indicative dates are: | |
| | | OJEU Advert placed | March 2017 |
| | | Expressions of interest returned | April 2017 |
| | | Shortlist drawn up in accordance with the Council's approved criteria | May 2017 |
| | | Invite to tender | June 2017 |
| | | Deadline for tender submissions | July 2017 |
| | | Panel evaluation and shortlist for interview | July 2017 |
| | | Interviews and contract decision | July 2017 |

| Ref. | Requirement | Response | |
|------|--------------------------------------|--|----------------|
| | | | |
| | | Report recommending framework award circulated internally for comment | August 2017 |
| | | Cabinet approval | September 2017 |
| | | Minimum 10 calendar day standstill period – notification issued to all tenderers and additional debriefing of unsuccessful tenderers | September 2017 |
| | | Contract Mobilisation | November 2017 |
| | | Framework start date | December 2017 |
| | | | |
| (vi) | The evaluation criteria and process. | <ol style="list-style-type: none"> 1. At selection (pre-qualification stage) shortlists are to be drawn up in accordance with the Council's Contract Procurement and Management Guidelines by the use of a selection questionnaire to identify organisations meeting the Council's financial standing requirements, technical capacity and technical expertise. 2. At tender evaluation stage, the panel will evaluate the tenders against the following criteria: <ul style="list-style-type: none"> • There will be a 60%/40% price / quality split. The main quality criteria will be; • How bidders will comply with statutory requirements and best practice during the framework • How bidders will communicate and work with partners in particular the client and housing management contractors • The approach to Customer Care/Access and Responsiveness in delivering services • Ability to innovate, improve services and generate efficiencies • Delivering Social Value | |

| Ref. | Requirement | Response |
|--------|---|--|
| | | <ul style="list-style-type: none"> • Ability to perform against top quartile sector KPIs • Health and Safety practices |
| (vii) | Any business risks associated with entering the contract. | No specific risks have been identified with the procurement |
| (viii) | The Council's Best Value duties. | The competitive process will evidence value for money and the opportunity to deliver services in a new way |
| (ix) | Consideration of Public Services (Social Value) Act 2012 | See Section 8 below |
| (x) | Any staffing implications, including TUPE and pensions. | See Section 7 below |
| (xi) | The relevant financial, legal and other considerations. | See sections 4 and 5 below. |

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

Scope of Housing Management Services 2018-2022

3.16 It is proposed to establish a framework where the Council would be able to call off Housing Management services. The contractor would be responsible for all aspects of housing management, tenancy management, rent collection, and the letting process affecting the property and the tenant.

3.17 There is a benefit to the council in providing NAIL the opportunity to access participate in this framework should it decide it is the most beneficial way of providing housing management services. 'Investing4Brent' would have access to the Council's framework to deliver property management services.

3.18 A quality housing management service is essential to the Council and 'Investing 4 Brent'. A quality service will ensure low levels of rent arrears, minimal property damage, disrepair and tenancy problems are nipped in the bud early and the landlord has happy customers. The contractors would be required to have regular contact with the tenant at their home and that this is an essential part of good tenancy and property management. The Council would expect every visit to the property to contribute towards good management. All homes will be let under a nomination agreement with LB

Brent. This means that 100% of properties will be let to housing applicants which the Council have a duty to support. The LB Brent undergoes a comprehensive assessment of each family's income and circumstances to ensure the property and rent is sustainable for the applicant.

- 3.19 The Council has two short term contracts in place to provide housing management and responsive repairs service to PSR properties in i) Brent and Greater London ii) the Home Counties. These contracts are due to end in the fourth quarter of 2018/2019.
- 3.20 In accordance with Contract Standing Orders 88 and 89, pre-tender considerations in relation to the Housing Management framework have been set out below for the approval of the Cabinet.

Housing Management Framework

| Ref. | Requirement | Response | |
|-------|-------------------------------------|--|--------------|
| (i) | The nature of the service. | Housing Management services for PRS and NAIL tenancies 2018-2022. | |
| (ii) | The estimated value. | Housing Management framework £5m | |
| (iii) | The contract term. | Housing Management Single Contractor Framework - The framework will be for a 4 year term, to operate 2018-2022 | |
| (iv) | The tender procedure to be adopted. | A restricted or two stage OJEU process and contractors will be able to procure the Housing Management framework. | |
| v) | The procurement timetable. | Indicative dates are: | |
| | | Adverts placed | January 2018 |
| | | Expressions of interest returned | March 2018 |
| | | Shortlist drawn up in accordance with the Council's approved criteria | April 2018 |
| | | Invite to tender | April 2018 |
| | | Deadline for tender submissions | May 2018 |

| Ref. | Requirement | Response | |
|------|--------------------------------------|--|----------------|
| | | Panel evaluation and shortlist for interview | June 2018 |
| | | Interviews and contract decision | July 2018 |
| | | Report recommending Framework award circulated internally for comment | August 2018 |
| | | Cabinet approval | September 2018 |
| | | Minimum 10 calendar day standstill period – notification issued to all tenderers and additional debriefing of unsuccessful tenderers | September 2018 |
| | | Contract Mobilisation | October 2018 |
| | | Framework start date | December 2018 |
| | | | |
| (vi) | The evaluation criteria and process. | <ul style="list-style-type: none"> • At selection (pre-qualification stage) shortlists are to be drawn up in accordance with the Council's Contract Procurement and Management Guidelines by the use of a selection questionnaire to identify organisations meeting the Council's financial standing requirements, technical capacity and technical expertise. • At tender evaluation stage, the panel will evaluate the tenders against the following criteria: <ul style="list-style-type: none"> • There will be a 60%/40% price / quality split. The main quality criteria will be; • Delivering and top quartile performing rents and arrears management service • How bidders will minimise void time and maximise work with the Council in letting homes • How bidders will ensure excellent communication with partners in particular the | |

| Ref. | Requirement | Response |
|--------|---|--|
| | | <p>client and works contractors</p> <ul style="list-style-type: none"> • The approach to Customer Care/Access and Responsiveness in delivering services • Delivering social benefits through services and the supply chain • Ability to perform against top quartile sector KPIs • Health and Safety practices |
| (vii) | Any business risks associated with entering the contract. | No specific risks have been identified with the procurement |
| (viii) | The Council's Best Value duties. | The competitive process will evidence value for money and the opportunity to deliver services in a new way. The contract will seek a fixed price or zero uplift on costs. |
| (ix) | Consideration of Public Services (Social Value) Act 2012 | See section 8 below |
| (x) | Any staffing implications, including TUPE and pensions. | See section 7 below |
| (xi) | The relevant financial, legal and other considerations. | See sections 4 and 5 below. |

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

4.0 Financial Implications

4.1 The estimated value of the Works framework is £9m and Housing Management framework is £5m.

4.2 A number of Capital schemes for NAIL, TA and Private Sector Rental properties have been approved and there are more to come. Many of these projects include a costed requirement for refurbishment to bring the properties up to the required housing standard or to make necessary internal structural modifications.

4.3 There is also a secondary requirement for the ongoing maintenance, void and compliance works for PRS and other schemes. All of these projects will be self-funding, so that rents and service charges will cover all costs. Hence,

there will be sufficient resources to cover the anticipated contract spend.

- 4.4 Other small Community and Wellbeing projects may from time to time require access to refurbishment, maintenance or housing management services. The framework will be available for their use if there is an approved budget and it is considered the most appropriate contract option.
- 4.5 Value for money to be benchmarked against industry approved schedules

5.0 Legal Implications

- 5.1 The frameworks for both works and housing management to be tendered are in excess of the relevant thresholds for application of the Public Contracts Regulations 2015 (PCR 2015). As such both frameworks will require full adherence to the requirements of PCR 2015 in their procurement to include advertising in the Official Journal of the European Union.
- 5.2 The frameworks for both Works and Housing Management services are classed as High Value Contracts under the Council's Contract Standing Orders and Financial Regulations. For High Value Contracts, the Cabinet must approve the pre-tender considerations set out in paragraph 3.14 & 3.20 above (Standing Order 89) and the inviting of tenders (standing Order 88).
- 5.3 Once the tendering process is undertaken Officers will report back to the Cabinet in accordance with Contract Standing Orders, explaining the process undertaken in tendering the frameworks and recommending award.
- 5.4 As these frameworks are subject to the full application of the PCR 2015, the Council must observe the requirements of the mandatory minimum 10 calendar standstill period imposed by the EU Regulations before the frameworks can be awarded. The requirements include notifying all tenderers in writing of the Council's decision to award and providing additional debrief information to unsuccessful tenderers on receipt of a written request. The standstill period provides unsuccessful tenderers with an opportunity to challenge the Council's award decision if such challenge is justifiable. However if no challenge or successful challenge is brought during the period, at the end of the standstill period the Council can issue a letter of acceptance to the successful tenderer and the framework may commence.
- 5.5 Recommendation 2.5 is to approve a variation to the Agreement for Housing Management & Other Services with BHP to extend the interim use of BHP for refurbishment works to a total maximum value of £1.8m. BHP is a wholly owned company of the Council and meets the requirements of a legal person set out in Regulation 12 (1) (a) – (c) of the PCR 2015. As such the requirements with regards to award and variation of contracts contained in Part 2 of the PCR 2015 do not apply and the Council is legally entitled to agree to vary the contract with BHP. Given the value of the proposed variation, Cabinet approval is required.

6.0 Diversity Implications

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

7.0 Staffing/Accommodation Implications (if appropriate)

7.1 These services are currently provided by external contractors and there are no implications for Council staff arising from retendering the contract

7.2 There are no property / accommodation matters relevant to this framework procurement.

8.0 Public Services (Social Value) Act 2012

8.1 The Council has a duty pursuant to the Public Services (Social Value) Act 2012 (the "Social Value Act") to consider how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area and, in conducting the process of procurement, how it might act with a view to securing that improvement." It must also "consider whether to undertake any consultations as to matters to be considered". The Social Value Act applies directly to the procurement of the housing management service but Officers have also had regard to it in relation to the procurement of the proposed refurbishment and void maintenance framework.

8.2 The service being procured is aimed at improving the social and economic well being and quality of life of the tenants to be nominated by the council's housing needs service.

8.3 The Social Value Act only requires the Council to consider whether to consult but does not impose any duty to consult or who to consult. Officers have however carried out the following consultation:

- interviewing housing management agencies to obtain details of their experiences and their views on the challenges and opportunities facing the sector;
- interviewing possible tenants to contribute details of what is important to them in housing management

8.4 Officers will throughout the procurement exercise take account of the provisions of the Social Value Act and seek to implement them as appropriate. This includes embedding social value considerations in the evaluation of bids in relation to both the housing management services framework and the refurbishment and void maintenance framework.

9.0 Other Implications (if appropriate)

9.1 The Council has set up a wholly owned company to become the PRS landlord. The PRS landlord is 'Investing4Brent' and it will be able to access

the two framework agreements..

- 9.2 Brent's proposed frameworks will allow other members of the Authorities the opportunity to call off contracts, with a nominal two percent administration fee. The value of the tender has been increased by £1m to reflect this facility.

10.0 Background Papers

- 10.1 Cabinet Report March 2016 (the PRS is one of the programmes proposed in the Temporary Housing Reform Plan agreed by Cabinet March 2016

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Appendix 1

Refurbishment and Maintenance Specification

Brent PRS Portfolio

Acquisition and Letting Criteria

For acquisitions these criteria are to be met or capable of being met. For lettings these criteria are to be met through refurbishment or other works in advance of being made available for letting.

1 Location of Property

- 1.1 The property must be situated within Brent, North London, Herts., Bucks., or Beds or other areas as formally agreed by the Project Board.
- 1.2 Properties must be suitable for the use of households not owning a car i.e. should be served by adequate public transport, and be within walking distance of a shop selling basic groceries.

2 Tenancy Status

- 2.1 Properties must not be acquired if this would directly cause an existing tenant to be evicted and made homeless in order to make the sale. If the property is already on sale on the basis of vacant possession and an existing tenant would be evicted anyway, then it must be established that any proceedings against the tenant are in accordance with proper legal process. Properties are not to be acquired subject to existing tenancies.

3 Property Type

- 3.1 The property shall be freehold or leasehold and must be self-contained. If leaseholds have less than 75 years remaining on the term, then the lease must be extendable, and the cost of lease extension must be included. Any other title variations must comply with the Council of Mortgage lenders ("CML") requirements for the Bank.
- 3.2 Certain properties are not acceptable as set out below:
 - 3.2.1 freehold flats
 - 3.2.2 flying freehold unless suitable provisions are contained in the legal title and insurance is in place
 - 3.2.3 properties above shops/commercial premises only to be considered if they are:
 - 3.2.3.1 not directly above shops/restaurants that sell hot food
 - 3.2.3.2 not directly above drycleaners/Laundromats
 - 3.2.3.3 not directly above pubs
 - 3.2.3.4 not used for commercial activities between the hours of 8.00 pm and 6.00 am

- 3.2.4 properties located in close proximity to light industrial units if this is likely to have a significant adverse impact on occupants.
- 3.3 Where the property is a new build this must have NHBC/Zurich or similar cover and any builder performance guarantees available which comply with the CML requirements.

4 **Property Standards**

- 4.1 Properties shall not contain any Category 1 hazards under the Housing Health and Safety Rating System as set out in the Housing Act 2004 and associated guidance or where they do contain such hazards it is practical to remedy such following acquisition. Where the Property is a flat, all flats in the building of which it is part shall also conform to the appropriate fire protection standard or be reasonably practical of being brought into conformity following acquisition.

4.2 *Minimum Standards*

- 4.2.1 All properties (including any areas used in common by the occupier where the property forms part of a block or estate) must on the date they are brought into use by the London Borough of Brent:
- 4.2.1.1 be structurally stable
 - 4.2.1.2 be free from serious disrepair
 - 4.2.1.3 be free from dampness prejudicial to health
 - 4.2.1.4 have adequate provision for lighting, heating and ventilation
 - 4.2.1.5 have an adequate piped supply of wholesome water
 - 4.2.1.6 have satisfactory facilities for the safe preparation and cooking of food including hot and cold water supplies to a sink
 - 4.2.1.7 have a suitably located water closet for the exclusive use of the occupants
 - 4.2.1.8 have a suitably located bath or shower and a wash hand basin each with satisfactory supplies of hot and cold water
 - 4.2.1.9 have an effective system for the draining of foul, waste and surface water
 - 4.2.1.10 have all necessary Consents for the Permitted Use
 - 4.2.1.11 have been purchased with good legal title.
- 4.2.2 The electrical installation must comply with the requirements of the current edition of the "Requirements for Electrical Installations (BS 7671: 1992).
- 4.2.3 The gas installation(s) must comply with the requirements of the Gas Safety (Installation and Use) Regulations 1998.
- 4.2.4 Property construction - the property must be of a solid construction. It must be built in accordance with local planning requirements. Where the property contains asbestos, this must present no hazard.

4.2.5 Room decorations must be clean, complete and of a high standard.

4.3 *Internal Property Space Requirements*

4.3.1 Bedroom standard

4.3.1.1 Single bedroom - not less than 4.6m² (50ft²)

4.3.1.2 Double bedroom - not less than 10.2m² (110ft²)

4.3.2 Separate Living Room or combined living/dining room or combined kitchen/diner of a suitable size for the likely number of occupants.

4.4 *Kitchens*

4.4.1 General Standards

4.4.1.1 The layout and size of the kitchen must enable the safe and hygienic preparation of food.

4.4.1.2 Adequate food storage and work/preparation surfaces should be provided with a minimum number of units for the likely number of occupants.

4.4.1.3 Base and wall units must be modular and securely fixed, and in good working order. Kitchen units may be located in dining areas, provided the cumulative floor area is sufficient for such purpose.

4.4.1.4 Worktop surfaces must be a minimum 30mm thick with a rolled top edge faced with a material which is durable and easily cleaned. Edges, joins and corners must be faced with a suitable material to prevent injury and ensure durability. The worktop area for preparation of food must cover all the low kitchen units. Worktops and cupboards cannot be located directly over cookers or hub burners for fire safety reasons.

4.4.1.5 Functioning white goods shall be installed prior to letting i.e. as a minimum, a cooker, fridge/freezer and washing machine adequate for sustained use by the household renting the property.

4.4.2 Wall Tiling

4.4.2.1 Splash backs of a suitable material to allow easy cleaning and availability, such as tiling, minimum height of 300mm, must be provided to all walls abutting the worktops and sink unit. Facing materials must be fixed with waterproof adhesive and finished with water-resistant grouting.

4.4.2.2 All worktop/sink abutments should be properly struck with an approved waterproof silicone sealant.

4.4.3 Flooring

All kitchens must be provided with a durable and impervious floor covering which is also easily cleaned: e.g. properly fitted heavy gauge sheet vinyl, vinyl floor tiles or ceramic floor tiles.

4.4.4 Electrical Power Supply

4.4.4.1 At least two unengaged double-switched sockets must be provided over the worktop area. Such sockets must be safely located at least one meter away from the taps of the sink unit or any other source of water.

4.4.4.2 An adequate number of low-level sockets must be provided for appliances such as the fridge and washing machine/dryer.

4.4.5 Ventilation

4.4.5.1 Kitchens should preferably have windows that are capable of being opened and that provide at least one air change/hour.

4.4.5.2 Kitchens with no windows that open must be provided with a powered extractor fan capable of providing at least four air changes/hour. This unit must also be wired to the lighting circuit of the kitchen and be provided with an over-run of fifteen minutes.

4.4.5.3 Where physically practical, permanent ventilation should be provided to all habitable rooms in the form of air bricks or trickle vents.

4.4.6 Doors

4.4.6.1 The kitchen represents the area of greatest fire risk. It should, at the very least, be fitted with a notional 30 minute self-closing fire resistant internal door for all one and two storey properties.

4.4.6.2 For three storey properties, all kitchens should be provided with 30-minute fire resistant internal doors with an approved self-closer and housed within an acceptable door frame with adequate stops.

4.4.6.3 Glazed panels above fire doors should be fitted with 6mm wired glass or other fire retardant material

4.4.7 Location of Kitchens

4.4.7.1 No bedroom bathroom or WC should open directly into a kitchen or kitchen/diner.

4.4.7.2 The main entrance to the house/flat must not be through the kitchen.

4.4.7.3 No W/C should open directly into a kitchen.

4.5 *Bathroom and Water Closet Compartments*

4.5.1 Bathrooms should be preferably fully tiled or be provided with a minimum of 450 mm tiled splash back to the bath and wash hand basin. All abutments between the walls

and bath/wash hand basin to be sealed and properly struck with waterproof silicone sealant.

- 4.5.2 All grouting and sealants must be free of live mould growths.
- 4.5.3 The bath/shower tray/water closet pan must be sound, clean, free of hard water scale and in proper working order with easily operable taps and flush mechanisms.
- 4.5.4 All water supply and drainage pipe-work and joints must be water tight and accessible.
- 4.5.5 Bath panels should be capable of being removed but be securely fixed at all other times.
- 4.5.6 All internal bathrooms and water closet compartments with no external windows which are capable of being opened must have a ventilation rate of at least three air changes/hour.
- 4.5.7 If boilers are installed in bathrooms, they must be housed in protective enclosures and positioned so as not to interfere with the safe use of the bath or water closet. Except for the boiler thermostat, all other heating/hot water controlling switches, programmers etc should be located outside the bathroom.
- 4.5.8 Small bore waste macerators such as the "SANIFLOW" system are not generally acceptable.

4.6 *Hall Landing & Fire Safety*

4.6.1 General

- 4.6.1.1 For two storey properties, provide two mains powered (with battery back-up) and interlinked smoke alarms fixed to the ceilings of (a) the ground floor hallway and (b) the first floor landing.
- 4.6.1.2 For properties over two storeys, a proportionate number of mains powered (with battery back-up) and linked smoke alarms must be provided.
- 4.6.1.3 For single storey properties, a mains powered (with battery back-up) smoke alarm must be provided.
- 4.6.1.4 Houses of two storeys or more converted into flats should be fitted with a self-closing fire door to each flat entrance in addition to the above.

4.6.2 Access

4.6.2.1 All entrance doors must have the following:

- (a) Letterbox
- (b) Door bell or entry phone
- (c) Yale (or similar) night latch
- (d) Chubb (or similar) deadlock

4.6.2.2 Any back door must have the following:

- (a) Morticed latched lock with thumb turn release
- (b) 150 mm tower bolt (top and bottom)

4.6.2.3 Door frames must be continuous and undamaged.

4.6.2.4 All doors must have secure hinges and operate freely and easily

4.6.2.5 All glass door panels up to a height of 1100mm must be provided with either safety glass or 6mm wire reinforced glass. Where a glass door comprises of several small panes, laminate safety film will be sufficient.

4.6.2.6 Patio doors and French door are not acceptable in bedrooms. Patio doors must have mortice latched locks and a deadbolt. French doors must have integral security deadbolts to the top and bottom of the door with either mortice locks or hinge bolts on each window leaf.

4.6.2.7 The Property must have an access which is safe and well lit. Any external stairs should be safe, well lit, having strong railings and be well constructed.

4.6.3 Windows

4.6.3.1 All windows must be in good working order and reasonably free from decay. They must be in good decorative repair. The areas capable of being opened must equate to a minimum of 1/20 of the floor area of the room to provide natural ventilation.

4.6.3.2 The effective sill height of windows capable of being opened at first floor level and above must be at least 1100mm. If this is not the case, white backed wooden board will be secured against the window to a height of 1100mm with 100mm window restrictors added where physically possible.

4.6.3.3 Locks must be provided on all windows on the ground floor or lower ground floor.

4.6.3.4 Louvre windows are not acceptable.

4.6.4 Stairways

4.6.4.1 All staircases must be provided with securely fixed handrails for their entire length unless enclosed by walls on both sides.

4.6.4.2 Balusters on the staircase or on landings should have a maximum spacing of 100 mm.

4.6.4.3 Staircase glazing is not acceptable.

4.6.4.4 Any uncarpeted stair treads must be fitted with non slip nosings or anti-slip treads.

4.6.4.5 Staircase risers must be infilled.

4.6.5 Walls and ceilings

4.6.5.1 All walls and ceilings must be structurally sound and free of material cracking and unkeyed plaster. The surfaces must be even and all decorative surfaces must be in good order. Any incidental mould growth must be properly treated with an approved fungicide to kill the vegetative parts of the mould growths prior to final decoration.

4.6.5.2 Polystyrene ceiling tiles are not acceptable.

4.6.5.3 Any visible unprotected or damaged asbestos cement panels must be properly removed, double wrapped and be disposed of as special wastes and in accordance with the relevant legislation and Code of Practise. Further, enquiries must be made to the current owner/landlord/estate agent of the property to determine whether an asbestos register has been collated for the building. If the register indicates that asbestos is located within the structure of the building/unit this must be removed, double wrapped and disposed of in accordance with the relevant legislation and Code of Practise. It will not be necessary to undertake an asbestos register in the event that one has not already been commissioned.

4.6.6 Floors

4.6.6.1 All floors should be level, even and free from trip hazard or dampness. All floor covering should be of reasonable quality and in good condition.

4.6.6.2 Any wooden floor covering must be hardboard or 4 mm plywood or laminated strips or similar.

4.6.6.3 Carpets and vinyl floor coverings must be properly fitted and secured without rucks or gaps. In relation to newly built properties, all vinyl must be laid directly onto 4mm plywood.

4.6.6.4 Threshold strips must be used when carpets run up to doorways, when there are changes in floor coverings and where levels change.

4.6.7 Fireplaces

All gas fires must comply with the requirements of gas safety legislation. Safety grills must be provided. As an alternative, gas fires may be capped and covered.

4.6.8 Carbon Monoxide Alarms

4.6.8.1 Where there is a gas fire a Carbon Monoxide alarm is to be provided.

4.6.8.2 Additionally, a Carbon Monoxide alarm must be fitted in any room that is used partly or wholly as living accommodation which also contains any appliance which burns, or is capable of burning, solid fuel. This would include log and coal burning stoves and open fires, even if they are not normally in use, and is advisable for gas and oil boilers. If an open fireplace is purely decorative and not useable then it is not covered

4.6.9 Decoration

All surfaces must be clean with a smooth finish.

4.7 *External Property Requirements*

4.7.1 Walls and Windows

4.7.1.1 External décor must be sound with repairs made to damaged windows and defective external joinery.

4.7.1.2 Parapet walls must be in good condition with copings, flashings and fillets to prevent penetrating dampness.

4.7.1.3 All brick work must be sound. Chimney stacks must be in good repair with chimney pots securely fixed.

4.7.2 Roofs and Rainwater Goods

4.7.2.1 All slates or tiles, copings, render, aerials, or downpipes must be made safe. Rainwater pipes must be secure, continuous, free from leaks and should empty directly into an open or back inlet gully. Open gullies must be fitted with a shoe. Gutters must be fitted with adequate falls and be free of blockages.

4.7.2.2 External access roofs must be fitted with 1,000mm railings for access. Balconies and staircases must be in good structural condition and free of obstructions and other hazards. Thresholds to balconies must be made from Glass Reinforced Concrete (GRC) tiles or non-slip tiles.

4.7.3 Outbuildings

4.7.3.1 Sheds, garages and outbuildings must be structurally sound, free of accumulation and secured against unauthorised access. All glazing below 1100mm to be replaced with either wooden boarding or safety glass.

4.7.3.2 Purpose built conservatories which are poorly constructed or unsafe must be demolished.

4.7.3.3 Greenhouses and lean-tos must be demolished and removed

4.7.4 Gardens

4.7.4.1 Gardens must be free of debris. Ponds must be in-filled or covered with a suitable grill preventing accidental access. All patios, pathways or other concrete areas must be reasonably level and in reasonable repair. They should be the same level as the surrounding area.

4.7.4.2 Manhole covers must be easily removable for access. Gullies must be clear and fitted with gully grills with upstands to open gullies.

4.7.5 Boundary Walls

4.7.5.1 Brick or stone pier, boundary and retaining walls must be sound, upright, stable and free from any major defects.

4.7.5.2 Hazards such as glazing or corrugated asbestos in-fill must be removed. Side access gates must be in good condition and fitted with a latching device and bolts at the top and bottom.

4.7.5.3 Boundaries to railway tracks must have secure fencing, minimum two metres in height.

4.7.6 Refuse Disposal

Refuse/Recycling bins must be supplied per property complying with local collection arrangements.

4.8 Services

4.8.1 Gas, Water and Electricity

4.8.1.1 All gas, electricity and water services must be separate and supplied individually. This includes isolation points with stop cocks located within each individual property. All gas and electricity services must be separate metered and clearly labelled. Any landlords supply must be separate.

4.8.1.2 If night storage heating is installed the circuit must be wired for Economy 7 or 9 usage and must be arranged for the installation of the correct meter.

4.8.1.3 Gas pipes that are not in use must be safely disconnected. Gas meters on escape routes, for example fire exits, stairs etc, that are below 2,100mm in height must be protected in fire resistant cupboards with vents and hinged doors.

4.8.1.4 Flue terminal guard must be provided in accordance with gas safety regulations.

4.8.1.5 Permanent vents must be provided in kitchens, toilets, bathrooms and other rooms which contain gas fires and boilers.

4.8.1.6 Where electrical works are required to the property in order to meet these Acquisition Criteria, then hard wired carbon monoxide alarms will be included within these works in all properties with a gas supply.

4.8.2 Heating Systems

4.8.2.1 A space heating and hot water system must be provided. There must be an adequately sized radiator or night storage heater in every habitable room. The heating system must be either gas central heating (preferably) or electric night storage heating.

4.8.2.2 All bathrooms to be fitted with a wall mounted electric heater where no other heater is in situ. A fixed 2Kw blow fan heater is preferable to a night storage unit.

- 4.8.2.3 Electric cylinder immersions must be provided on all hot water and storage cylinders.
- 4.8.2.4 Conventional flue gas water heaters in bathrooms must have permanent ventilation to meet gas safety regulations.
- 4.8.2.5 All radiators and radiator pipework must be securely fixed to the walls. Radiator valves must be in full working order and fitted with caps.
- 4.8.2.6 All heating appliances which are not used must be isolated and their supply feeds disconnected.
- 4.8.2.7 All hot water cylinders must be fitted with insulation jackets. Tanks located in loft spaces must be properly insulated and all associated pipework lagged.

4.8.3 Electrical

- 4.8.3.1 The property must comply with the NICEIC approved standard. A copy of a NICEIC (17th edition) periodic inspection report must be included in the Handover Pack.
- 4.8.3.2 Where applicable, landlord's electricity supply and meter for communal area and external lights should be provided. Lighting circuits in communal areas must be separate to those within the property.
- 4.8.3.3 All exposed or inadequately insulated electrical connections must be replaced or repaired to the above standard. Sheathed mains electrical supplies must be boxed-in if they are easily accessible to unauthorised persons.
- 4.8.3.4 All rooms should have the following minimum socket outlets:
 - (a) Bedroom - one double
 - (b) Lounge - two doubles
 - (c) Dining - one double
- 4.8.3.5 All rooms must have a lighting pendant or batten holder and must be provided with light shades and bulb points. Fluorescent strip lighting must not be installed in any room other than the kitchen.
- 4.8.3.6 Electricity meters and fuse boards below 1,000mm must be put in a fire resistant cupboard. Where the meters and fuse box are located within an understairs cupboard, however, this need not apply provided that the cupboard itself is made fire resistant.
- 4.8.3.7 External lights for deck access to flats, maisonettes or alleyways must be provided from street level to the front door. The lights must be bulkhead vandal resistant and connected to the landlord's supply.

4.9 *Miscellaneous*

4.9.1 Child Safety

Low windows should be boarded to 1100mm with 100mm window restrictors fitted where physically possible to prevent the risk of falls. Accessible balconies and roofs should be guarded, although consideration should be given to means of fire escape. Excessive gaps in balustrades should be closed off so that it is not possible to pass a sphere, 100mm in diameter, through any part of the structure.

5. **Energy Efficiency**

5.1 Minimum EPC E rating.

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