



SUMMONS TO ATTEND COUNCIL MEETING

Monday 27 February 2017 at 7.00 pm

Conference Hall - Brent Civic Centre, Engineers Way,
Wembley, HA9 0FJ

To the Mayor and Councillors of the London Borough of Brent and to each and every one of them.

I hereby summon you to attend the MEETING OF THE COUNCIL of this Borough.

CAROLYN DOWNS
Chief Executive

Dated: Friday 17 February 2017

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

For electronic copies of minutes, reports and agendas, and to be alerted when the minutes of this meeting have been published visit: **democracy.brent.gov.uk**

The press and public are welcome to attend this meeting
Please note this meeting will be filmed for live broadcast on the Council's website. By entering the meeting room you will be deemed to have consented to the possibility of being filmed and to the possible use of those images and sound recordings for webcasting.

Agenda

1 Apologies for Absence

To receive any apologies for absence from the meeting from Members.

2 Minutes of the Previous Meeting

1 - 24

To confirm as a correct record, the attached minutes of the meeting of the Full Council held on 23 January 2017.

3 Declarations of Interests

In accordance with the Members' Code of Conduct, Members are invited to declare at this stage of the meeting, any relevant personal, prejudicial or disclosable pecuniary interests, and the nature of these, in any matter to be considered at this meeting.

4 Mayor's Announcements (including any petitions received)

To receive announcements from the Mayor.

5 Appointments to Committees and Outside Bodies and Appointment of Chairs/Vice Chairs (if any)

To agree appointments to Committees (tabled), in accordance with Standing Order 37 (g).

6 Budget and Council Tax 2017-18 and 2019-20

25 - 240

To consider the Council's Budget and level of Council Tax for 2017-18 and 2019-20.

7 Members' Allowance Scheme

241 -
256

To consider the attached report, which sets out the allowances Members are entitled to receive for carrying out their responsibilities for the financial year 2017/18.

8 Changes to the Constitution

257 -
262

To consider the attached report, which proposes a change to the rules of debate at meetings of Full Council.

9	Appointment of Deputy Electoral Registration Officer	263 264	-
	To consider the appointment of a Deputy Electoral Registration Officer.		
10	Review of New Scrutiny Committee Structure	265 270	-
	The report reviews the new Scrutiny structure, which came into effect in May 2016, and examines the impact the dual committee structure has had in addressing the challenges and strategic issues for Scrutiny.		
11	Localism Act 2011 - Pay Policy Statement	271 286	-
	The Localism Act 2011, requires local authorities in England and Wales to produce a pay policy statement on an annual basis. The purpose of the attached report is to inform Full Council of the arrangements that have been put in place in Brent Council to meet the requirements of the Act.		
12	Motions	287 288	-
	To debate the motion submitted in accordance with standing order 45.		
13	Urgent Business		
	At the discretion of the Mayor to consider any urgent business.		



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

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LONDON BOROUGH OF BRENT

**Minutes of the ORDINARY MEETING OF THE COUNCIL
held on Monday 23 January 2017 at 7.00 pm**

PRESENT:

The Worshipful the Mayor
Councillor Parvez Ahmed

The Deputy Mayor
Councillor Bhagwanji Chohan

COUNCILLORS:

Aden	Agha
Allie	Bradley
Butt	Carr
Chan	S Choudhary
A Choudry	Colacicco
Collier	Colwill
Conneely	Crane
Daly	Davidson
Denselow	Dixon
Duffy	Eniola
Ezeajughi	Farah
Harrison	Hirani
Hossain	Kabir
Kansagra	Kelcher
Long	Mahmood
Marquis	Mashari
Maurice	McLeish
McLennan	Miller
J Mitchell Murray	Moher
Naheerathan	Nerva
M Patel	R S Patel
Pavey	Perrin
Pitruzzella	Shahzad
Ms Shaw	Ketan Sheth
Krupa Sheth	Southwood
Stopp	Tatler
Thomas	Van Kalwala

Apologies for absence

Apologies were received from: Councillors Hector, Hylton, Khan, Jones and W Mitchell Murray.

1. Minutes of the Previous Meeting

RESOLVED, that the minutes of the previous meeting, held on 21 November 2016, be approved as an accurate record of the meeting, subject to the following amendments:

(i) Urgent Item: Review of Political Groups on Committees

(a) That the following words at bullet point 8 be deleted:

- Senior Staff Appointments Sub-Committee (Councillor Colwill);

(b) That appointments to Committees by the Brent Conservative Group be listed as an addendum to these minutes;

(ii) Matters Arising

That mention be made of the following response given by Councillor Southwood (Cabinet Member for the Environment) at the last meeting of the Council to the request by Councillor Nerva for an update on the motion put at that meeting with regard to Air Quality in Brent.

At the meeting of Council, held on 21 November 2016, Councillor Southwood had said that the Council was to launch an anti-idling campaign within the next couple of months and that, at the moment, Brent's schools were being invited to design a cleaner air logo, which would be used for all of the Borough's air quality work moving forward, designed by the Borough's children on the basis that it was for the benefit of them that the Council improved the quality of the Borough's air for future generations. She added that an air equality action plan would also go out for public consultation, subject to Cabinet approval in December 2016, so Councillor Nerva could be assured that the practical steps the Council was able to take as a Borough would be fully consulted on with the residents so that the Council could begin to make a real difference here.

2. Declarations of Interests

There were no declarations of interest received from Members.

3. Mayor's Announcements (including any petitions received)

The Mayor made the following announcements:

(i) The Mayor wished everyone a Happy New Year and good health for 2017.

(ii) The Mayor announced that he had just returned from an extremely enjoyable, busy and informative private visit to Bangladesh. He said he had been

honoured to be able to meet the President and Prime Minister and had been humbled by the reception he received. The Mayor said that he had met with the speaker of the House of Parliament, the Foreign, Law and Information Ministers and the Dhaka and Sylhet City Corporation Mayors, the British High Commissioner in Bangladesh, the Federation of Chamber of Commerce, the Dhaka Chamber of Commerce, the Sylhet Chamber of Commerce, Mowlobi bazar Chamber of commerce and he also attended an international Rotary and Lions association reception. He went on to say that he had also met with the Inspector General of Police for Bangladesh given the importance of security and improving safety and that he had spoken at a seminar organised by the Centre for Non-Resident Bangladeshis on how Britain and Bangladesh could work together post Brexit. The Mayor said that they had discussed the issue of nationality for Bangladeshis living abroad and that he had extended an invitation to the Prime Minister of Bangladesh to visit Brent. In conclusion, the Mayor said that Tulip Siddiq had been present for his meeting with the Prime Minister and that he had taken the opportunity to visit his primary school and to see family there.

- (iii) The Mayor expressed his sincere thanks to his Deputy Mayor, Councillor Chohan, who had covered his engagements whilst he had been away.
- (iv) The Mayor extended his thanks to all those Members and Officers who had attended his Christmas fundraising event on 15 December. He said that it had been an extremely enjoyable evening and a substantial amount of money had been raised for his chosen charities. The Mayor said he was very grateful for the continued support he received.
- (v) The Mayor reminded Council of the Brent Holocaust and Genocide Memorial that was to be held in the Civic Centre on Thursday 26 January 2017 at 6.45pm. This, he said, would be an opportunity to remember those who had lost their lives during the Holocaust and those who had been affected by genocide all over the world. The event, he said, was to be a non-faith event which would be open to all to attend.
- (vi) The Mayor announced that the Council would be celebrating the Lesbian, Gay, Bisexual and Transgender (LGBT) History Month on 28 February 2017. He said that the "Pride NOT Prejudice" event would focus on LGBT history, the celebration and recognition of LGBT people and culture past and present. He encouraged Members to attend the event at the Civic Centre from 6pm to 8pm for an opportunity to engage with colleagues, residents and partners and said that further details about the event, together with full registration details, would be included within the Members' Bulletin.
- (vii) It was with sadness that the Mayor announced the passing of Kathy Bardoo, a former Mayor's PA and who would have been known to many of those present at the meeting. He said that her funeral had taken place last week and the Council offered its condolences to her husband Lawrence, daughter Juliette and the Bardoo family. The Mayor was delighted that so many former Mayors, Councillors and staff had been able to attend the ceremony.

- (viii) The Mayor announced that he had attended the London New Year's Day Parade and had been very proud of St Michael's Steel Band who had taken part on behalf of the Mayor's Office. He said that it had been a wonderful day, despite the weather, and it had been great to see so many visitors to London enjoy the day.
- (ix) The Mayor announced that, since the last meeting of Council, the Country had sadly lost one of its finest singers and songwriters, George Michael, who had sadly passed away on Christmas Day. The Mayor said that George had attended Kingsbury High School, in Brent, until his early teens and that his death had been a huge shock and represented a huge loss to the music and entertainment industry.

The Mayor went on to say that George had continued his association with Brent and had a long association with Wembley, playing Live Aid in 1985, Wham's farewell concert in 1986, the Nelson Mandela concert in 1988, the Freddie Mercury tribute concert in 1992 and the NetAid anti-poverty concert in 1999.

George, he said, had also been the first artist to perform at the new Wembley stadium as part his European tour in 2007 and would be sadly missed by many.

- (x) The Mayor announced that, in accordance with Standing Orders, a list of current petitions showing progress on dealing with them had been circulated around the Chamber.

4. Appointments to Committees and Outside Bodies and Appointment of Chairs/Vice Chairs (if any)

RESOLVED, that the following appointments to committees be ratified by the Council:

- (i) Resignation of Councillor Shama Tatler, as full Member, from the Council's Resources and Public Realm Scrutiny Committee – Councillor John Duffy to fill the vacancy, as full Member.
- (ii) Resignation of Councillor Shama Tatler, as substitute Member, from the Council's Community and Wellbeing Scrutiny Committee – Councillor John Duffy to fill the vacancy, as substitute Member.
- (iii) Resignation of Councillor Roxanne Mashari, as full Member, from the Council's General Purposes Committee – Councillor Shama Tatler, Cabinet Member for Regeneration, Growth, Employment and Skills, to fill the vacancy, as full Member.
- (iv) Resignation of Councillor Shama Tatler, Cabinet Member for Regeneration, Growth, Employment and Skills, as full Member from the Council's Equalities Committee – Councillor Roxanne Mashari to fill the vacancy, as full Member.

- (v) Resignation of Councillor Roxanne Mashari, as substitute Member, from the Council's Health and Wellbeing Board – Councillor Shama Tatler, Cabinet Member for Regeneration, Growth, Employment and Skills, to fill the vacancy, as substitute Member.
- (vi) Resignation of Councillor Roxanne Mashari, as substitute Member, from the West London Economic Prosperity Board – Councillor Shama Tatler, Cabinet Member for Regeneration, Growth, Employment and Skills, to fill the vacancy, as full Member.
- (vii) Resignation of Councillor Roxanne Mashari, as substitute Member, from the Senior Staff Appointments Sub-Committee – Councillor Mili Patel, Cabinet Member for Children and Young People, to fill the vacancy, as substitute Member.
- (viii) Resignation of Councillor Wilhelmina Mitchell Murray, as full Member, from the Corporate Parenting Committee – Councillor Mili Patel, Cabinet Member for Children and Young People, to fill the vacancy, as Chair and full Member.
- (ix) Resignation of Councillor Wilhelmina Mitchell Murray, as full Member, from the General Purposes Committee – Councillor Mili Patel, Cabinet Member for Children and Young People, to fill the vacancy, as full Member.
- (x) Resignation of Councillor Wilhelmina Mitchell Murray, as full Member, from the Health and Wellbeing Board – Councillor Mili Patel, Cabinet Member for Children and Young People, to fill the vacancy, as full Member.
- (xi) Resignation of Councillor Wilhelmina Mitchell Murray, as full Member, from the Highways Committee – Councillor Mili Patel, Cabinet Member for Children and Young People, to fill the vacancy, as full Member.
- (xii) Resignation of Councillor Wilhelmina Mitchell Murray, as full Member, from the Schools' Disciplinary Sub-Committee – Councillor Mili Patel, Cabinet Member for Children and Young People, to fill the vacancy, as full Member.
- (xiii) Resignation of Councillor Wilhelmina Mitchell Murray, as full Member, from the Senior Staff Appointments Sub-Committee – Councillor Mili Patel, Cabinet Member for Children and Young People, to fill the vacancy, as full Member.
- (xiv) Resignation of Councillor John Duffy, as full Member, from the Council's South Kilburn Trust – Councillor Rita Conneely to fill the vacancy, as full Member.
- (xv) Resignation of Councillor Michael Pavey, as full Member, from the Tricycle Theatre Board – Councillor Tom Miller, Cabinet Member for Stronger Communities, to fill the vacancy, as full Member.
- (xvi) Resignation of Councillor Roxanne Mashari, as deputy for Councillor Margaret McLennan, on the London Councils Greater London Employment

Forum – Councillor Shama Tatler, Cabinet Member for Regeneration, Growth, Employment and Skills, to fill the vacancy, as full Member.

- (xvii) Resignation of Councillor Roxanne Mashari, as deputy for Councillor McLennan on the London Councils Greater London Employment Forum – Councillor Shama Tatler, Cabinet Member for Regeneration, Growth, Employment and Skills, to fill the vacancy.

5. Reports from the Leader and Cabinet

In accordance with Standing Order 38, the Council received reports from the Leader of the Council and Cabinet Members, as follows:

(i) Councillor Butt (Leader of the Council)

Councillor Butt said that the New Year brought many challenges for the Council, particularly around schools, the National Health Service and looking after elderly residents. He said that the Council needed to be focussing on these issues and needed to make sure that every child did have the best start in life. He added that the Council would be making sure that it stood up and protected the National Health Service from the Government and that the Council needed to make sure that its residents, especially the older generation, lived dignified lives in the future.

Councillor Butt welcomed Councillors Shama Tatler and Mili Patel to the Cabinet. In conclusion, Councillor Butt said that, as the Council moved forward, it still had to deal with the challenges of what might happen with regards to Brexit.

(ii) Councillor McLennan (Deputy Leader of the Council)

Councillor McLennan said that January and February would focus largely around the Council's Budget and that she, the Leader and senior officers had been attending all meetings of the Brent Connect Forums and had undertaken a "supermarket sweep" where Councillors and senior officers had been talking to residents in supermarkets to gauge their views on the proposals for budget cuts that were required to be made, which in essence, had been positive and there had been an understanding of the reasons behind why the Council had to make cuts. She said there had been support of the fact that Brent's Council Tax had to rise and the proposed increase for social care precept was something that the Council would need to do because the public agreed that looking after the most vulnerable was one of the key things that the local authority should be taking forward. Despite the challenges, Councillor McLennan said that, as an authority, the Council was still delivering services in different ways in order to release savings. Part of this strategy, she said, was looking at shared services. Councillor McLennan said that Brent's IT Services was leading the way by managing IT provision at two very large London boroughs and was looking to expand this service other boroughs also. In conclusion, Councillor McLennan said that her vision was for Brent to become a digital hub, something digital and something for the future but, for now, the priority was the Budget.

(iii) Councillor Southwood (Cabinet Member for the Environment)

Councillor Southwood said that everyone would be aware that Transport For London (TFL) was renewing its business plan, which had been published towards the end of last year. She said that this included how TFL was to allocate the LIP for this year, which was the Council's main source of funding for doing all the things its residents wanted, and needed the Council to do in terms of traffic management in the Borough. Councillor Southwood went on to say that whilst it was not all good news for the Council, one very exciting piece of news was that TFL had identified 12 clean bus corridors and that Edgware Road, the whole length along the A5, was to be one of those corridors, which meant that every bus would be of Euro 6 standard. She said that other roads were benefitting too and referred to Chamberlain Road in her own ward, which now benefitted from buses going along it which were other clean air bus corridors. Councillor Southwood thanked all residents and Brent Councillors who had been very supportive so far and she hoped that this would be the beginning of lots of other very concrete measures from TFL that would benefit Brent and its residents.

Councillor Southwood also updated Members on the current position with regard to the Council's zero tolerance approach to illegal dumping within the Borough. She said that the first six months of the pilot with Kingdom Securities had now passed and the data had been collected. She said that over 3,200 Fixed Penalty Notices had been issued and the Council had sent out the first 50 court summons for ones that were, so far, unpaid. Councillor Southwood went on to say that the Council was reducing the proportion, which were allocated for cigarette butts, to move towards occasions such as bird feeding, which was a big issue for the Council's residents. In conclusion, Councillor Southwood said that the data told a really encouraging story so far in that the fines were working and the Council hoped to be able to take that forward in a way that it would be able to respond even better to what residents wanted.

(iv) Councillor Tatler (Cabinet Member for Regeneration, Growth, Employment and Skills)

Councillor Tatler began by paying tribute to her predecessor, Councillor Mashari for her work in the Cabinet over the last few years. Councillor Tatler said that she was looking forward to the challenge of working in the Cabinet for Brent residents in an exciting portfolio. She also thanked the senior officers within the Regeneration, Growth, Employment and Skills brief for bringing her up-to-speed with developments in those areas.

Councillor Tatler congratulated Richard Barrett, the Council's Head of Estates Regeneration, who had won the Alan Cherry Award for Place-Making. She said that the award had been established to give recognition to the significant contributions that leading figures in the public sector made to the quality of place-making within their communities.

Councillor Tatler said that Wood House Urban Park, which was part of the South Kilburn Regeneration Programme, had one both the regional and

national landscape awards in the category “Principal Award for Regeneration” and invited Members to visit the park as it was a brilliant example of how officers and the Council had worked with the community to build a park that was actually wanted by everyone living around the estates there.

Councillor Tatler announced that the Council had allocated another £100,000 to secure additional outcomes to St Raphael's and that she was working with CRISIS in Harlesden to support residents into work over the coming year.

In conclusion, Councillor Tatler said that she was looking forward to meeting with key stakeholders in all of the Council's developments and projects and ensuring that the community was central to the vision the Council had of creating a Brent that was sustainable, vibrant, prosperous and one that could meet the challenges of the 21st Century but, above all else, be inclusive of all.

(v) Councillor Hirani (Cabinet Member for Community Wellbeing)

Councillor Hirani began by thanking everyone who worked in the health and social care sector today in what was a very challenging time and said that the Council was truly grateful for the work that they did.

Councillor Hirani said that the Council had, this winter, developed its integrated “rehab and reablement” service where the Council had step down beds based at the Willesden Centre for helping with the discharge process. He said that the Council was also working with Northwick Park, along with other Councils across West London where the hospitals had experienced difficulties discharging patients over the last few years because they were discharging patients to Ealing to Harrow and to Brent so between the partner local authorities it was decided that Brent Council be the designated link to Northwick Park Hospital dealing with discharges from that hospital.

Councillor Hirani was proud to announce that, in February, following a successful pilot in Barnet, the “Trailblazer Programme”, where the Council had been working with the West London Alliance, would start in Brent and that this was a specific programme to support people experiencing mental ill-health to get into work.

In conclusion, Councillor Hirani said that, sadly, within the announcements to local government from Central Government, it was apparent that a further £0.5m cut had been made to the Council's public health grant, which was on top of the £2m which had already been announced. Councillor Hirani said that this was just a clear shambles of how a government could not actually connect prevention and public health to the crisis that had been happening in the NHS. He said that the public health grant that the Council used could be supported to help people stop people drinking alcohol excessively or to help them stop smoking and instead the Government wanted to plough money into the higher-end problems so that hospitals were dealing with alcohol-related admissions at hospital and cancer treatment as well.

(vi) Councillor Miller (Cabinet Member for Stronger Communities)

Councillor Miller began by thanking those Members who had attended the Council's "Time to Talk" event on gangs, which he had chaired last week. He said that, at the last meeting of the Full Council, he had made it clear that tackling gang violence, drug dealing and exploitation would be some of his key priorities within his portfolio. Councillor Miller was very pleased to say that this was being followed-up and that this made dialogue and partnerships with the communities effected absolutely essential. Councillor Miller said that the event had been attended by just short of 200 people and a range of perspectives and organisations were represented to discuss what could be an enormously complex and sometimes emotionally challenging topic. He said that this would not be a listening event which led to nowhere and that the valuable input the Council had gained from the Panel and from those who had attended would form part of the Council's new Stronger Communities Strategy, which would be presented later in the year. Councillor Miller went on to say that organising work was still ongoing around this and that he would be working very closely with staff to make sure that intervening on gangs was key to what went into this strategy.

Councillor Miller announced that it had been a good time for Brent's Libraries and he congratulated Wembley Library staff on its performance against national statistics and benchmarking methods. He said that Wembley Library was now the third most visited library nationally after the Central Libraries in Birmingham and Manchester and that the task now would be to drill down into data, which could inform the Council about people's levels of engagement with libraries

Councillor Miller also thanked staff at Willesden Green for what had been an excellent event, in partnership with the Romanian and Cultural Institute and the National Library for Romania, who would be donating some curated materials to the Library in Brent. He said that Brent had a very large Romanian population in Brent – one of the largest in the country - and that this would be very important at a difficult time for these communities post Brexit. Councillor Miller said that work like this, on behalf of the Council, sent a very clear message and that Brent's message was that if someone was an EU worker in this country, then Brent was right behind them and would make sure that they were a full part of Brent's community.

In conclusion, Councillor Miller advised Members that the Council was currently working closely with community libraries to draft a memorandum of understanding, although the title of this might change, about how the Council could best support their activities and work in partnership with them. He said that the Council had, at times, had a difficult relationship with community libraries in the past and one of the things that he wanted to make sure the Council got out of this was a good relationship of trust and support between community libraries and the Council. Councillor Miller said he would be returning with more information about how this policy was developing in the coming months because the Council was currently taking feedback from the community libraries.

(vii) Councillor Patel (Cabinet Member for Children and Young People)

Councillor Patel said that she was very pleased to have been appointed as Cabinet Member for Children and Young People and that it was a personal appointment since she had attended school in Brent. She said that she was really looking forward to meeting the team and officers and continuing the work of her predecessor, Councillor W Mitchell Murray.

(viii) Councillor Farah (Cabinet Member for Housing and Welfare Reform)

Councillor Farah advised Members that there would be approximately £2m identified to tackle single homelessness in Brent. He said that the current housing and planning appeal would mean local authorities would have to provide advice and guidance to single homelessness when it became law. Councillor Farah said that, following the Council's successful application for just under £1m from the Government, the Cabinet had approved to match-fund that amongst local voluntary sector organisations to deliver homelessness prevention and relieve outcomes for hundreds of homelessness single people who currently had not had the help that they needed. He said that this new programme would make Brent one of the leading Councils in the country in dealing with this issue and it would test an approach where the voluntary sector partners were paid according to how successful they had been in both tackling homelessness and helping people sustain their accommodation afterwards.

Councillor Farah also updated Members on the Brent Housing Partnership consultation which was now underway. He said that the 12 weeks of consultation with tenants and leaseholders to inform the Council's final decision on future housing management, was running until 17 March 2017 and he asked that Members engage with their residents, leaseholders and other interested parties to encourage them to take part in this important consultation. Councillor Farah said that the Council was seeking views on the preferred option to bring the service back in house. He said that the consultation set out how the Council planned to tie in housing with other Council services such as antisocial behaviour and streets and estate management to address residents' key concerns and aspirations that they had raised before. Councillor Farah confirmed that the Council would consult in parallel with Council Staff, Brent Housing Partnership and colleagues too.

6. Deputations (if any)

The Mayor informed Members that he had received the following request for a deputation.

Removing Speed Bumps and Replacing with Alternative Traffic Calming Methods

Councillor Davidson introduced Mr Matthew Godley to Members.

Mr Godley, a resident of Brent, introduced the deputation on the subject of the case for removing speed bumps and replacing these with alternative traffic calming methods.

In response, Councillor Southwood, Cabinet Member for the Environment, thanked Mr Godley for his deputation and said that the Council's responsibility as a traffic authority was to keep traffic moving safely but also to mitigate other impacts such as pollution and she

hoped that she had reassured Mr Godley that this was absolutely paramount for the Council. She said that around 200 deaths in the Borough were contributed to by poor quality air per year. She added that in many parts of the Borough, there were limited speeds, often to 20mph, and these were accompanied by signage and traffic calming, which often meant speed bumps. Councillor Southwood said that these had been chosen on the basis that the evidence suggested that they did have a really strong impact on reducing speeds, reducing amounts of traffic and that they were a cost-effective way for the Council to do that. She said that, in the current financial climate, the ability to alter what the Council spent, both its capital and revenue budgets, on this was significantly limited but that did not mean she was going to stand up and thank you for coming and say the Council would just carry on doing what it had always done. Councillor Southwood said that, with the caveat that the Council was in a very limited financial position, she would welcome a further discussion and meeting with Mr Godley to talk about the alternatives that he had suggested. She imagined that different parts of the Borough would be suited to different forms of traffic-calming and that this depended on the width of roads and pavements and also, of course, proper consultation with local residents. Councillor Southwood said that the Council also used chicanes and road-narrowing measures in different parts of the Borough. She acknowledged that many residents needed to drive but that the most effective way of reducing air quality and reducing traffic accidents was to reduce the number of cars on the Borough's roads. Councillor Southwood said that the Council was very committed to making the Borough safer to walk in and safer to cycle in and making its public transport infrastructure something which residents felt able to choose without compromising on their actual ability to get where they needed to get to. In conclusion, Councillor Southwood thanked Mr Godley for addressing Council and stated that if he would like a meeting to discuss the matter further, then to get in touch.

7. Questions from Members of the Public

In accordance with Standing Order 39A, there were no questions received from Members of the Public.

8. Petitions

In accordance with Standing Order 68, there were no petitions received.

9. Urgent Items Taken Under Standing Order 16

Councillor Warren moved a point of order to seek clarification that the Council had fully complied with Standing Order 16.

The Council's Chief Legal Officer confirmed that the Standing Order had been fully complied with. She confirmed that one notice had not previously been published but that this had now been done in relation to Item (c).

In accordance with Standing Order 16, Councillor Butt informed the Council of the decisions that had been taken.

Councillor Warren asked whether the decisions taken could be the subject of further debate. The Mayor confirmed that the Leader had only to inform Members of the decisions that had been taken.

Councillor Warren moved that Standing Orders be suspended to allow the Council to have a more detailed explanation of the items contained within the agenda.

Prior to Councillor Warren's motion being put to the vote, the Chief Executive reaffirmed that the decisions had been made, that they had all been sent to the relevant Chairs of the Scrutiny Committees in advance, that there had been no call-in of any of the decisions taken and that the provisions of the Council's Standing Orders had been met.

On a vote being taken by a show of hands, Councillor Warren's motion was declared **LOST**.

The Chief Executive invited any Member who had any concern about any of the decisions in relation to this matter that they relay those concerns to her, in writing, to respond to.

RESOLVED that the urgent key decisions taken by the Leader and the Chief Executive, as detailed in Page 23 to the agenda, be noted.

10. **Invitation to become an Opted-In Authority: The Local Audit and Accountability Act 2014 and the Local Audit (Appointing Person) Regulations 2015 (the Regulations)**

Councillor McLennan (Deputy Leader), introduced the report by the Council's Chief Finance Officer and commended to the Council that with the abolition of the Audit Commission, Council now had the power to appoint its own external auditors. She said that the general consensus was that the Council should appoint external auditors so that they could have a consensus of independence and ensure strict governance.

Councillor McLennan said that the LGA had produced a model which the Council, and other local authorities, would wish to buy into which had the advantage of bulk purchasing and savings to the Council.

RESOLVED that the Public Sector Audit Appointments' (PSAA) invitation to 'opt in' to the sector led option for the appointment of external auditors for five financial years commencing 1 April 2018, be accepted.

11. **Non Cabinet Members' Debate**

In accordance with Standing Order 39(b) the subject chosen for debate by non-Cabinet Members was "Crisis in the NHS".

During the debate, Members expressed concerns that the Government had made things difficult for the third sector in recent years as it had become almost impossible for organisations dependent upon the combination of government funding and charitable donations to speak their minds, which made the recent Red Cross denouncement of the humanitarian crisis in the NHS more pertinent.

It was said that people were seeing an essential public service being robbed of every resource by the Government and that the Government had cut and cut and

had been allowed to do so. It was suggested that unless people came together in opposition, the good work of past Labour Governments could be undone.

Members agreed that the NHS was something everyone relied upon and were very proud of. It was noted that Labour, Conservative and Liberals had always supported the NHS. It was recognised that there was a crisis in social care and knew that the NHS could not work properly if there was no funding and interaction with social care. Brent needed an all-party approach to funding and transformation of the NHS and social care funding.

12. Questions from the Opposition and other Non-Cabinet Members

The Mayor advised Members that this item gave them the opportunity to ask questions of Members of the Cabinet on any matter, which was the responsibility of Cabinet. He confirmed that Members had received written tabled responses to these questions.

The Mayor stated that non-Cabinet Members each had one minute to ask a supplementary question if they so wished.

- (i) Councillor Shaw asked the Cabinet Member if she agreed that at the cost of the taxpayer to do a consultation and ignore the results is a costly waste of time and a pretence to be concerned with the majority of residents in Brent and that this sets a dangerous precedent for future consultations which the residents will not trust or participate in in, in the future? Does the Lead Member have concerns that this will come back to haunt this administration in May 2018 regarding this terrible hike?

In response, Councillor Southwood said “no” in short, to both of the questions put. She thought that Councillor Shaw may have been referring to the statutory consultations for amending the traffic orders in order to implement the policy. She said that prior to that, an extensive public consultation unlike any undertaken before had been undertaken on parking, which looked in a more holistic way about what people cared about. Councillor Southwood said that what residents cared about was finding somewhere to park when they needed to; making journeys that were essential easier; easier for their visitors to park; easier for elderly people to have people come to visit and easier for the Council to tackle air quality by making sure that its traffic moved more sensibly around the Borough. She said that the pricing of parking was an absolutely appropriate response to managing demand and managing the very small number of spaces (35,000) the Borough had to serve its 56,000 households.

- (ii) Councillor Crane asked the Cabinet Member if she would investigate what powers are available to the Council and how the Council use these powers to adopt the alleyway and report urgently to the Cabinet?

In response, Councillor Southwood said that it was a blight for residents to live with, disgusting and an extra sensory experience the likes of which one would not wish to experience. She said that the key here was finding a solution that resolved the issue in the long-term and which was

proportionate and in the public interest. She said that she was very willing to look at different models for funding and resourcing the kind of sustained approach to these alleyways that would actually make it sustainably clean and pleasant to live around. Councillor Southwood said that Officers were already looking into this matter and that she was very happy to commit to bringing back ideas in ways that were in the public interest and which would support a sustainable resolution of this.

- (iii) Councillor Colwill asked the Cabinet Member would he join him (Councillor Colwill) and the Mayor of London in objecting to the strike brought on Christmas when people were visiting relatives, as this was not an honourable thing to do?

In response, Councillor Butt said that there was a democratic right for people to strike and it was down to both parties to sit round the table to negotiate and to come up with a solution. He said it had been regrettable that people had been inconvenienced but reiterated that it was for the parties to get together. He said that the Government was actually trying to make things a lot harder for workers in restricting the rights of union members and he thought it was not right what the Government was trying to do in restricting the labour of union members as and when required and when negotiations broke down.

- (iv) Councillor Long asked the Cabinet Member whether the Council would be doing anything to tackle funeral poverty?

In response, Councillor Butt said that when a young person died, the resultant costs on an individual were significant and that the Council had mechanisms in place. He said that the local welfare system was one and emergency loans could be provided by the Council to individuals but the Council would work with its community and voluntary sectors to look at further opportunities and ways to support people in these tragic circumstances and to support those individuals in their time of need.

- (v) Councillor Nerva asked the Cabinet Member in view of the very detailed answer given, whether the Cabinet and Councillor Hirani in particular, as Lead Member, would approach all parties in Brent to send a serious letter to the Secretary of State urging a proper arrangement for social care funding?

In response, Councillor Hirani said that he could not speak for all parties as only one had responded but he would in any case reach out to all parties.

- (vi) Councillor J Mitchell-Murray asked the Cabinet Member how can we make gang members or gang leaders inclusive within our community?

In response, Councillor Miller said that at the Time to Talk event held last week, one thing that came up again and again was the influence that peoples groups of friends had on them and the way that people thought about senior gang members in a cultural sense. He said that these were people that were present in people's communities who they saw a lot and

grew to respect them as part of their friendship groups. He added that taking these people out of that was absolutely key. Councillor Miller said that, as part of the answer he had given you, he had spoken a little bit about mentoring and gang exit strategies to get people away from them but that was very much on the official service delivery side of things of what the Council was doing and would only ever make small differences and small improvements year-on-year and the Council was honest about that and that is what the Council was trying to achieve. He said that one thing he did want to add in terms of what he had already said was that at the event, it became very, very clear indeed that there were a lot of third sector organisations there. He said that young people were organising themselves to provide alternative role models to people in the community and there was a really good project there called “Manhood” which was about masculinity. He said that people were out there doing things about this already, and without funding and that the big question was how could the Council involve them in its work, how could the Council be partners to them and how could the Council support them and to that effect he was going to be inviting some of those third sector groups back into have a further discussion with him on how to tackle that role model issue.

13. Report from Chairs of Scrutiny Committees

Council received the following reports from Chairs of Scrutiny Committees, as detailed in the Supplementary Agenda to this meeting:

(i) Resources and Public Realm Scrutiny Committee

Councillor Kelcher, Chair to the Council’s Resources and Public Realm Scrutiny Committee, said that the main business of the Committee of late had been consideration of the Budget report, which had been debated both by the Cabinet and his committee and was now available for public inspection. He said that an underlying theme throughout the report, which was something the Council would need to take very seriously in the future, was the idea of the Council becoming more self-sufficient when business rates were devolved and looking at ways in which the Council could grow its own local businesses and be enterprising in the way that it helped them to develop and therefore claim the tax in return.

Councillor Kelcher said that the Budget consideration was the second of three task groups which were to be held during the current municipal year and he hoped that the three task group reports, when taken together at the end, would highlight the strategic direction of the Committee. He added that the Committee had started off by looking at the national issue of the devolution of business rates and how this would affect Brent. The Budget, he said, went into more detail on specific financing and areas around that and the third task group, which Councillor Stock would chair, would look at some particular, specific ideas about how the Council could grow local businesses in Brent and discuss the best ideas that could be taken forward from other communities. Councillor Kelcher said that, since the last meeting of Full Council, the Committee had considered one call-in, which had looked at some actions around the development in South Kilburn. He said that he had visited the site in question and a record number of people had come along to the Committee

to make deputations and speak. In the end, he said, the Committee decided not to refer the decision back to Cabinet but did make a series of recommendations about how the Committee thought decisions of this kind could be improved in future.

Councillor Kelcher said that, at the last meeting of the Committee, Members looked at the Council's Investment Strategy and asked questions about the wholly-owned company, which the Council had set up. He said that the Committee had also looked at how to improve High Streets, which also included a site visit there as part of this work.

Councillor Kelcher was pleased that one of the ideas that came out of these discussions was around setting up a Bond when there were some building developments within an area and that where those building developments damaged kerbside or the pavement, the Council could pay for the repair but not lose the money. He said that this matter had been agreed by the Cabinet and he felt that the entire process about how recommendations were presented to Cabinet had very much improved and was pleased that the work of the Committee was making a difference.

Councillor Kelcher announced that there were only two meetings of his Committee remaining in this municipal year. He said that, at the next meeting, the Committee would be looking specifically at whether Brent was a green Council and what it could do to take its environmental issues more seriously. The final meeting of the current Municipal Year, he said, would centre around crime and antisocial behaviour and the Committee looked forward to welcoming the Borough Commander to answer questions on those themes. Councillor Kelcher said that, since his appointment as Chair in May, it had seen three Members of the Committee graduate to the Cabinet with the latest being Councillor Tatler and Councillor Patel. He said that the vacancy that had arisen on the Committee due to Councillor Tatler's appointment to the Cabinet, would likely be filled by Councillor Duffy and the Council would need to have another by-election to replace Councillor Patel. In conclusion, Councillor Kelcher said that he would be very happy if anyone wanted to discuss any of these issues further.

(ii) Community and Wellbeing Scrutiny Committee

Councillor Sheth, Chair to the Council's Community and Wellbeing Scrutiny Committee, said that people were frequently challenged about the importance of being offered choice but one choice that Brent's residents did not have was the air which they breathed. At the moment, he said, air quality in Brent, and in many parts of London, was not good enough. He added that the consequences of being exposed to poor air quality for Brent's residents could pose a significant risk to their health and even trigger health problems for some. Councillor Sheth said that monitoring in parts of the Borough had recorded levels of pollution which, at times, had been unacceptable and the situation needed to change.

Councillor Sheth was pleased the Cabinet was consulting on the Air Quality Action Plan 2017 – 2022, which set out a number of steps the Borough could take to improve air quality. Earlier today, he said, his Committee had met with

officers and Cabinet Members for Community Wellbeing and for Environment to discuss the Plan and to give the Committee's feedback about the proposals to help tackle poor air quality and improve public health.

Councillor Sheth said that he had begun by saying Brent residents did not have a choice about the air they breathed, however the Borough's residents could play a crucial role in improving air quality in the Borough by supporting the Cabinet's initiatives to reduce car and vehicle emissions and that, if everyone worked together, they could start to reach the goals that were set out in the new Air Quality Action Plan.

Councillor Sheth said that, in his last report to Full Council, he said his Committee would be receiving the annual report of the Brent Local Safeguarding Children's Board. He said that his Committee had been impressed by the work that the Board and the Independent Chair was doing in helping to ensure effective safeguarding of the Borough's children who may have been at risk of harm. However, he said, the Committee had learned that, in August 2016, the London CRC, which worked alongside the Probation Service, had said they would no longer attend meetings due to staff reduction, which he felt was unacceptable. Councillor Sheth said that the Board had no power to compel stakeholders who did not want to engage however, he would write to London CRC to express the Committee's concerns about its stance and urge it to review its decision as he expected London CRC to play its part in helping to safeguard Brent's children.

Councillor Sheth said that, next week, his Committee would be receiving the annual report of the Brent Safeguarding Adults' Board, which would be presented by the Board's independent Chair. The Board, he said, was also a multi-agency body, which had a strategic role in Brent bringing together the Council, NHS, the Police and others to help to ensure this effective protection of adults who may have been at risk of harm.

In conclusion, Councillor Sheth said that he had been invited to the Centre for Public Scrutiny (CfPS) to speak at its Annual Conference in central London. This, he said, had been a hugely proud moment for him personally and it gave considerable recognition to the good work of his and Councillor Kelcher's committees in developing scrutiny in Brent.

14. Report from Vice-Chair of Audit Committee

Councillor A Choudry, Vice-Chair to the Council's Audit Committee, thanked the Council for agreeing to change the Constitution to enable the voice of the Audit Committee to be heard at Council meetings.

He said that the work of the Audit Committee was often perceived as very technical and unglamorous with a bunch of bean counters going on to the Audit Committee and just looking at numbers. He said that this was not so and that whilst not all Members of the Committee were accountants, there were a number of people who were crucial and who played a big role in grilling some of the people, including KPMG, Price Water House and some of the Officers, which he felt was an important role of the Committee and that it was important that some of the issues the Committee discussed there got reported to Council. In addition to this, he said,

some of the crucial decisions taken by the Audit Committee in terms of finance e.g. the treasury element of this, was a highly complicated matter that he thought the Committee needed to discuss. He said that the Committee did spend an enormous amount of time doing some of those things and seeing how this money was invested and to get a better return for it. Councillor Choudry said that the Committee also looked at things such as the arrangement for the external audit work and what work the Committee needed to do, why, when and how the Committee reported it and received feedback. Over the period of the last year or so, Councillor Choudry said that the Committee had considered the shared costs side of things that the Council was perhaps were branching out to other boroughs and making sure that it was getting synergy benefit from other authorities. He said that the Committee was of the opinion that it was not happening for Brent so it took a decisive decision to take that back in-house and he was very proud and very pleased that people from all parties came to help the Committee and to make that decision. We don't play politics in the Audit Committee – we play a serious role in making sure what is best for Brent actually is delivered and it happens all the time. Councillor Choudry said that the Committee had also looked at the statutory accounts, which was a very important part of the Committee's work. Brent was, he said, generally transparent and he believed it did an enormous amount of work here in Brent and he thought it was good that the Council did and that it continue to do that. Councillor Choudry said that the cooperation it had amongst colleagues was good but there was concern where the Council had to appoint an individual onto the Audit Committee, these individuals were appointed for one year and maybe, he said, there was the need to reappraise the Council's approach going forward and maybe there was a need to have it for a longer period to allow for consistency and to provide a better, balanced approach to the work of the Committee. Councillor Choudry said he was personally reassured, as normally the Chair would present these reports but because the Committee had an independent chair, he had been tasked to say things here and he was very proud and pleased that the Audit Committee had been given this opportunity.

15. **Motions**

(i) Protect Brent's Schools from Government Cuts

Councillor Patricia Harrison moved the motion circulated in her name by urging the Council to condemn the Government's proposals for a National Schools' Funding Formula and reject any effort to pay for the failure of an ideologically imposed programme of austerity by choking off essential and already insufficient funding for the education of children and young people in Brent.

The motion was put to the vote and was declared **CARRIED**.

(ii) Health and Social Care Budget

Councillor Colwill moved the motion circulated in his name in that the Conservative Group calls on the Leader of the Council to ensure that enough money was placed in the health and social care budget locally to ensure that

the services could adequately cope with residents who would have need to access the health services in the coming winter.

Councillor Warren moved as an amendment that this Council notes that Councillor Colwill's group does have a "canny knack" of choosing subjects for motions that are popular with the Labour Group. The Council also notes that, like the Labour Group, Councillor Colwill's Group did not support the additional £2.25m for social care included in the Brent Conservative Group budget for 2016/17.

Councillor Warren's amendment was put to the vote and was declared **LOST**.

Councillor Hirani moved as an amendment that this Council unanimously ~~The Conservative Group~~ calls on the Government ~~Leader of the Council~~ to ensure that enough money is placed in the health and social care budget locally to ensure that the services can adequately cope with residents who will have need to access the health services for this winter and beyond.

Councillor Hirani's amendment was put to the vote and was declared **CARRIED**.

Councillor Colwill's original motion, as amended, became the substantive motion, which was put to the vote and was declared **CARRIED**.

(iii) Planning Shambles

Councillor Warren moved the motion circulated in his name that this Council notes the damning report by Price Waterhouse Coopers (PWC) into the workings of the Brent planning department.....the report highlighted:

1. "Significant weaknesses in the planning application review and assessment process."
2. "The Council may not be able to demonstrate that it has taken steps to prevent bribery resulting in non- compliance with the Bribery Act 2010."
3. "Anti - bribery awareness training has not been provided to planning staff."
4. "Audit trail is susceptible to manipulation .This could result in planning applications being approved inappropriately due to fraud or error."
5. "No code of conduct for officers. No requirement for officers to make formal declaration of interest."

PWC concluded that it could only give the Brent planning service "limited assurance."

This Council believes that only "limited assurance" is simply unacceptable, and believes that it is essential that all our residents have confidence in the integrity of the planning process.

In the light of the PWC report, this Council instructs the Chief Executive to initiate an independent review into planning applications submitted in the report period - 01/01/16 to 31/07/16 - and to report back to Full Council with the results of her findings.”

In accordance with Standing Order 47(d) the motion was put to a recorded vote and a list of the votes cast produced as follows:

<u>For</u>	<u>Against</u>	<u>Abstain</u>
Carr	Aden	Collier
Shaw	Agha	Thomas
Warren	Allie	
	Bradley	
	Butt	
	Chan	
	S Choudhary	
	A Choudry	
	Colacicco	
	Colwill	
	Conneely	
	Crane	
	Daly	
	Davidson	
	Denselow	
	Dixon	
	Duffy	
	Eniola	
	Ezeajughi	
	Farah	
	Harrison	
	Hirani	
	Hoda-Benn	
	Hussain	
	Kabir	
	Kansagra	
	Kelcher	
	Long	
	Mahmood	
	Marquis	
	Mashari	
	Maurice	
	McLeish	
	McLennan	
	Miller	
	J Mitchell Murray	
	Moher	
	Naheerathan	
	Nerva	
	M Patel	
	R S Patel	
	Pavey	
	Perrin	

Pitruzzella
Shahzad
Ketan Sheth
Krupa Sheth
Southwood
Tatler
Van Kalwala

Accordingly, Councillor Warren's Motion was declared **LOST**.

16. **Urgent Business**

The meeting was declared closed at 8.45 pm

COUNCILLOR PARVEZ AHMED
Mayor

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ADDENDUM TO THE MINUTES OF THE MEETING OF THE FULL COUNCIL
HELD ON MONDAY 23 JANUARY 2017

In accordance with Minute No.2 to the Minutes of the Meeting of Full Council, held on Monday 23 January 2017, the following appointments to Committees of the Council be recorded on behalf of the Brent Conservative Group:

<u>Committee</u>	<u>Member</u>	<u>Substitute</u>
Alcohol and Entertainment Licensing	Councillor Shaw	Councillor Warren
Corporate Parenting	Councillor Warren	Councillor Shaw
Standards	Councillor Warren	Councillor Shaw

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Agenda Item No.6



Full Council
27 February 2017

Report of the Chief Finance Officer

Wards affected:
ALL

Budget and Council Tax 2017/18 to 2019/20

1. INTRODUCTION

Strategic Overview

- 1.1. The Council takes a long-term and strategic approach to its corporate and financial planning, linking the Borough Plan and Brent 2020 Vision to the budget decisions set out by way of this report. This has been adapted, and will continue to be adapted, in order to meet residents' most important needs whilst remaining within the financial constraints imposed by the ongoing austerity regime.
- 1.2. In the past two years, central government's approach to local authority funding has changed. 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. Further, 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%. The local government funding formulae were constructed on the basis that local authorities would increase council tax.
- 1.3. In setting the 2016/17 budget, the council decided to raise council tax by this maximum of 3.99%, raising £3.8m, and so avoiding £3.8m in cuts to council

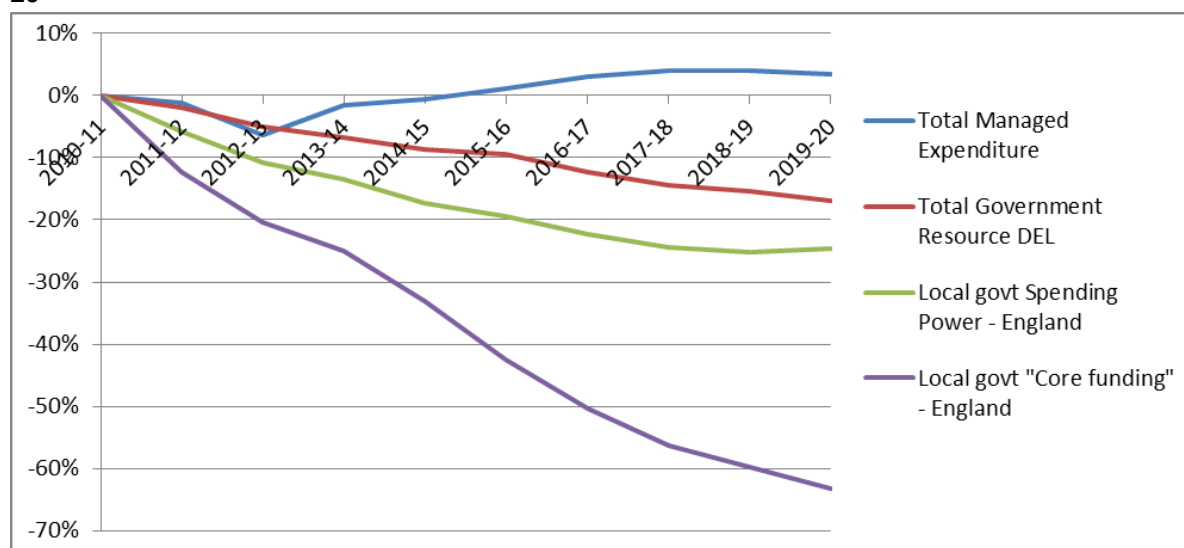
services. However, increases in council tax alone are not enough to finance the growing pressures on the council to deliver more services. Councils must agree a balanced budget, so to close the gap left after the council tax increase a savings of £24.7m were agreed in February 2016 for the 2017/18 and 2018/19 financial years. The cornerstone of the approach adopted in 2016/17 was to focus on civic enterprise and procurement, seeking to achieve greater value from existing assets and contracts before reducing service specifications and standards. These were planned to achieve savings, in 2017/18 and 2018/19 as follows:

- civic enterprise – a work stream to make the council more entrepreneurial, and generate income of £5.6m; and
- procurement – a work stream to deliver savings of £8m by improving commissioning and procurement of services.

The budget set in February 2016 closed but did not eliminate the gap for 2017/18 and 2018/19.

- 1.4. In October 2016, Cabinet agreed to consult on a 3.99% increase in Council Tax (2% Adult Social Care precept plus 1.99% for general purpose). Some additional savings of £4.4m were also consulted upon. Following that, in December 2016, as part of the provisional local government finance settlement, central government recognised the immediate pressures in the care market. It has therefore allowed local authorities to bring forward up to 2% of the precept for 2019/20, by increasing 2017/18 and 2018/19 council tax by an additional 1%, in return for a corresponding reduction in the precept for 2019/20. Brent could therefore increase Council Tax by up to 4.99% in each of 2017/18 and 2018/19, but if it exercised this flexibility then the maximum allowable increase in 2019/20 would be 1.99%.
- 1.5. After due consideration the recommendation of this report is that the budget should be constructed on the basis of a council tax increase of 3.99% in each of the next three years. This is what was consulted upon and so is clearer for residents. The additional flexibility announced in December 2016 is also of relatively minor financial benefit to the council, and has negligible long term impact from 2019/20 onwards. By increasing the council tax in this way the impact of stark and ongoing reductions to local government funding since 2010 will be partly mitigated.

Chart 1 – Cumulative like-for-like reduction in public spending measures 2010-11 to 2019-20



Source: HMT, Budgets and Autumn Statements since 2011; DCLG, LGF Settlements 2011-12 to 2017-18
NB DEL is "Departmental Expenditure Limits", and excludes key demand led spend such as welfare, tax credits and public sector pensions.

- 1.6. The fact that the Treasury expects local government spending power to fall much more slowly between 2016/17 and 2019/20 than between 2010/11 and 2015/16 demonstrates that government assumes, as part of its economic and financial forecasting, that most councils will tend to increase council tax. Officers understand that most councils in London are considering council tax rises.
- 1.7. A 3.99% increase in council tax would require a resident in a band D property to pay £43.92 per year more or about £0.84 per week. For those in receipt of council tax support, these figures would typically be reduced by about 80%, i.e. to £8.78 per year, or £0.17 per week.
- 1.8. Demographic change in Brent continues to drive costs. The Office for National Statistics projects that from 2017 to 2020 the number of over 65s in Brent will grow by over 8%; and the number of under 15s by 3.5%. This is much faster than the population as a whole, which is nonetheless forecast to grow by 3.2%. The proposed increase in Council Tax will help to offset these pressures, but nonetheless officers estimate that by 2020 over half of the council's budget will be spent on social care.
- 1.9. Although demography, in this context, is typically discussed as a cost pressure it also results in additional income. As a consequence of this, and of the planning and regeneration policies adopted by the council, the council tax base (i.e. the number of properties on which council tax is paid) is growing significantly year on year. This increases the council tax payable to the council, and helps the council finance the various pressures caused by population growth.

1.10. The council is required to balance its budget in this year as in all years. In order to balance its budget the council has developed an approach that will help it meet the goals of the Borough Plan and Brent 2020 Vision, comprising:

- Increases in council tax to minimise the requirement to reduce services;
- Innovative capital investment to reduce costs in key services, such as temporary accommodation;
- Planning for growth in services facing major demographic pressure for example adult social care; and
- Investing in key services for the Brent community, e.g. community safety.

1.11. This report is structured as follows:

- Recommendations for cabinet and full council to approve
- Summary of the process to develop the budget
- The forecasts against the current year's (2016/17) revenue budgets are summarised, in order to ground the later issues in practical concerns;
- Changes to the future revenue position, based on the provisional local government finance settlement, which was released after the last Cabinet report on the subject;
- The results of consultation, equalities and staffing analyses and other relevant factors are set out; and
- Finally, the report then turns to the capital programme, the emerging investment strategy and to the associated prudential borrowing indicators and treasury management measures.

1.12. The key features of the revenue budget now proposed are that:

- Brent's council tax charges are increased by 3.99% from their 2016/17 level.
- Further savings of £4.4m are proposed, split between £2.3m in 2017/18, and £2.1m in 2018/19.

2. RECOMMENDATIONS

Cabinet

- 2.1. Agree 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.
- 2.2. Note 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 this paper.
- 2.3. Agree to recommend to full council the General Fund revenue budget for 2017/18, as summarised in Appendix A.

- 2.4. Note the cost pressures, technical adjustments and savings detailed in Appendix B.
- 2.5. Note the dedicated schools' grant as set out in section 7.
- 2.6. Agree the pension fund contribution rates of 32.5%, 33.8% and 35.0% for 2017/18, 2018/19 and 2019/20 respectively.
- 2.7. Note the report from the Budget Scrutiny Panel in Appendix C.
- 2.8. Agree to recommend to full council the capital programme as set out in Appendix D.
- 2.9. Agree to recommend to full council the Treasury Management Strategy and the Annual Investment Strategy for 2017/18 set out in Appendix E.
- 2.10. Note the Prudential Indicators measuring affordability, capital spending, external debt and treasury management set out in Appendix F.
- 2.11. Note the advice of the Chief Legal Officer as set out in Appendix G.
- 2.12. Note the categorisation of Earmarked Reserves and Provisions set out in Appendix H.
- 2.13. Agree, 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.
- 2.14. Note the results of consultation as set out in section 9 and detailed in Appendix K.

Full Council

- 2.15. Agree 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.
- 2.16. Agree 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 this paper.
- 2.17. Agree the General Fund revenue budget for 2017/18, as summarised in Appendix A.

- 2.18. Agree the cost pressures, technical adjustments and savings detailed in Appendix B
- 2.19. Agree the HRA budget as set out in section 6.
- 2.20. Agree the dedicated schools' grant as set out in section 7.
- 2.21. Agree the pension fund contribution rates of 32.5%, 33.8% and 35.0% for 2017/18, 2018/19 and 2019/20 respectively.
- 2.22. Note the report from the Budget Scrutiny Panel in Appendix C
- 2.23. Agree the capital programme as set out in Appendix D.
- 2.24. Agree the Treasury Management Strategy and the Annual Investment Strategy for 2017/18 set out in Appendix E.
- 2.25. Agree the Prudential Indicators measuring affordability, capital spending, external debt and treasury management set out in Appendix F.
- 2.26. Note the advice of the Chief Legal Officer as set out in Appendix G.
- 2.27. Agree the categorisation of Earmarked Reserves and Provisions set out in Appendix H.
- 2.28. Agree the schedules of fees and charges to be set by council set out at Appendix I and the proposed new fees and charges policy at Appendix J, including the officer delegated powers to which it refers.
- 2.29. Note the results of consultation as set out in section 9 and detailed in Appendix K.

These recommendations only include a provisional Council Tax level for the GLA as its final budget was not agreed when this report was dispatched. This means that the statutory calculation of the total amount of Council Tax under Section 30(2) of the Local Government Finance Act 1992 may be amended by the final Greater London Authority precept.

- 2.30. In relation to the council tax for 2017/18 we resolve:

That the following amounts be now calculated by the Council for the year 2017/18 in accordance with Sections 31 to 36 of the Local Government Finance Act 1992 as amended:

- (a) £981,517,657 being the aggregate of the amount that the Council estimates for the items set out in Section 31A(2) of the Act.
- (b) £874,652,471 being the aggregate of the amounts that the Council estimates for the items set out in Section 31A(3) of the Act.

(c) £106,865,186 being the amount by which the aggregate at (a) above exceeds the aggregate at (b) above, calculated by the Council, in accordance with Section 31A(4) of the Act, as its Council Tax requirement for the year.

(d) £1,145.16 being the amount at (c) above, divided by the amount for the taxbase of 93,319, agreed by the General Purposes Committee on the 8th Dec 2016, calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year.

(e) Valuation Bands

A	B	C	D	E	F	G	H
£	£	£	£	£	£	£	£
763.44	890.68	1,017.92	1,145.16	1,399.64	1,654.12	1,908.60	2,290.32

being the amounts given by multiplying the amount at (d) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

2.31. That it be noted that for the year 2017/18 the proposed Greater London Authority precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, in respect of the Greater London Authority, for each of the categories of dwellings are as shown below:

Valuation Bands

A	B	C	D	E	F	G	H
£	£	£	£	£	£	£	£
186.68	217.79	248.91	280.02	342.25	404.47	466.70	560.04

2.32. That, having calculated the aggregate in each case of the amounts at paragraph 2.29(e) and 2.30, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of council tax for the year 2017/18 for each of the categories of dwellings shown below:

Valuation Bands

A	B	C	D	E	F	G	H
----------	----------	----------	----------	----------	----------	----------	----------

£	£	£	£	£	£	£	£
950.12	1,108.47	1,266.83	1,425.18	1,741.89	2,058.59	2,375.30	2,850.36

That it be noted that the Chief Finance Officer has determined that the Council's basic amount of Council Tax for 2017/18 is not excessive in accordance with the principles approved under Section 52ZB of the Local Government Act 1992.

- (a) That the Chief Finance Officer be and is hereby authorised to give due notice of the said council tax in the manner provided by Section 38(2) of the 1992 Act.
- (b) That the Chief Finance Officer be and is hereby authorised when necessary to apply for a summons against any council tax payer or non-domestic ratepayer on whom an account for the said tax or rate and any arrears has been duly served and who has failed to pay the amounts due to take all subsequent necessary action to recover them promptly.
- (c) That the Chief Finance Officer be and is hereby authorised to collect revenues and distribute monies from the Collection Fund and is authorised to borrow or to lend money in accordance with the regulations to the maximum benefit of each fund.

2.33. That in the event that the GLA sets a different council tax precept to that set out in this report (which was the published provisional amount at the date of despatch) that authority be delegated to the Chief Finance Officer to vary the amounts at 2.30, but only insofar as to reflect the GLA decision, and to make consequential, but no other, amendments to the amounts at 2.31.

3. Budget Development Process

3.1 Proposals in this budget have been developed by the members of the Cabinet, taking account of the advice of officers. The key processes for doing this were, in summary, as follows:

- Development of the budget approach, based on the updated medium term financial outlook which was considered by the Cabinet in September 2016;
- Meetings involving Cabinet and Corporate Management Team members to consider the key service and budget issues likely to affect the council in future years;
- Development by officers, in consultation with relevant Lead Members, of budget proposals for individual services within the context of the Borough Plan and the overall resources available;
- The publication of a detailed list of savings proposals at Cabinet in October 2016 for consultation purposes;
- Debates through the Budget Scrutiny Panel of the Scrutiny Committee;

- Review of the schools budgets by schools forum;
- Presentations and question and answer sessions at each Brent Connects meeting, and three pop up consultations;
- Considering feedback from the public, whether received by the general 'consultation@brent.gov.uk' email address or other direct representations;
- Receipt of petitions from the public and representations from other interested parties, such as recognised trades unions and local businesses; and
- Conducting Equality Impact Assessments of proposals, where appropriate, in order to ensure that their consequences were properly understood.

4. The Council's current year revenue budget and forecasts

4.1. The table below show the council's current revenue budget and forecasts. Overall, the council is expected to underspend slightly on the General Fund.

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	72.0	38.4	33.6	29.9	(3.7)
Resources	50.2	16.6	33.6	35.4	1.8
PPP	11.4	0.8	10.6	10.6	0.0
Corporate financing	45.8	40.0	5.8	1.3	(4.5)
Total (General fund)	443.4	197.5	245.9	245.4	(0.5)
DSG funded activity	206.3	206.3	0.0	(0.9)	(0.9)
HRA funded activity	53.0	53.0	0.0	(3.1)	(3.1)
Overall position	702.7	456.8	245.9	241.4	(4.5)

Children and Young People

4.2. The department is forecasting an overspend of £2.8m for 2017/18 made up of overspends on Social Care placements of children (£2.2m) including unaccompanied asylum seeking children (UASC), the additional cost of filling vacant social work posts with agency staff (£0.8m) and the number of intentionally homeless referrals (£0.3m) offset by underspends in other areas of the department (£0.5m). Addressing these in 2017/18 will involve continuing to manage the mix of Social Care placements, developing the recruitment strategy to recruit and retain more permanent social work staff and the

integrated housing and children's services team delivering cost reductions relating to intentionally homeless families. Once the UASC dispersal programme begins to operate nationally as expected, some mitigation of UASC costs will be realized.

Community Well Being

- 4.3. The main issue in setting the 2017/18 budget is that a combination of higher levels of need and a sharp increase in the number of clients receiving community based packages has led to an unmitigated pressure of £1m. This is planned to be addressed in 2017/18 by continuing to manage down demand for social care so that the planned growth funding for 2017/18 is sufficient to accommodate the increase in client numbers in 2016/17. The remainder of the variance is that some of the savings planned for 16/17 were delayed resulting in an overspend of £2.6m, offsetting these the implementation of the temporary accommodation reform plan resulted in a one off underspend of £0.5m.

Resources

- 4.4. 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. This reflects demand for legal services so if demand cannot be managed down then greater risks would need to be accepted due to less legal advice on key issues or more funding would need to be allocated. The latter option would need to be balanced by additional savings. A staffing restructure has taken place and reduces pressure into 2017/18 to £0.7m.

Regeneration and Environment

- 4.5. 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 of approx. £3.7m. 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. 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.

Conclusion

- 4.6. 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 overspend of £1m in Community Well Being, and plans are being developed to address the pressures of £0.7m on legal spend.
- 4.7. Assuming that the plans to address the overspends in Children and Young People and Community Well Being work, and structural overspends in these areas are eliminated in 2017/18, then the major risk outstanding is addressing the legal overspend. If in 2017/18 the legal overspend continues, then this cost could be absorbed for one year as part of the contingency budget whilst plans are developed and implemented. However, there is not enough contingency to absorb all three structural overspends discussed in the paragraph. Given the relative scale of the structural overspend in Children and Young People, addressing this structural overspend is critical to delivering services within budget in 2017/18.

5. Future Revenue Funding Position

Changes to financing assumptions since October

- 5.1. The provisional local government finance settlement was announced on 15 December 2016. The report to Cabinet for 24 October 2016 was based on estimates of what would be proposed within the settlement, and it is therefore necessary to update these assumptions in setting the final budget. The following table and section summarises these changes.

Cumulative change between October and January budget models	2017/18 £m	2018/19 £m	2019/20 £m
Additional Savings required in October 2016 (Negative number means more savings proposed than required)	(0.1)	(0.9)	11.8
Better			
Education Services	(0.8)	0.0	0.0
ASC Support Grant	(1.3)	0.0	0.0
NDR & NDR top up	(0.3)	(0.9)	(1.7)
Pension fund	(0.5)	(0.2)	(0.3)
Worse			
Business Rates growth for Brent owned properties	0.6	0.8	0.8
CF surplus	0.0	0.5	1.0
West London Waste	0.8	1.1	1.1
Demand assumptions	0.5	0.0	0.0
Reserve movements			
Transfer to earmarked reserves	1.0		
Transfer from earmarked reserves		(1.0)	
Total change in financial position for year	0.0	0.2	0.9
Additional Savings required in Budget Proposals (Negative number means more savings proposed than required)	(0.1)	(0.7)	12.7

Better

- 5.2. The following changes in isolation would improve the council's financial position:
- 5.3. The provisional settlement included a transitional provision for the phasing out of the Education Services Grant. In the October cabinet report it had been assumed that this would be phased out entirely in 2017/18. The effect is that there will be previously unforeseen grant income of £0.8m in 2017/18, and this will be the final year for this grant.
- 5.4. To help councils with the pressures on Adult Social Care, an additional grant is being provided in 2017/18 based on relative need. London Councils anticipate that Brent's share will be £1.3m, and understand that this grant will only be paid in 2017/18. This is being funded by a reduction in the New Homes Bonus paid

to councils, the impact on Brent of this is £1.7m in 2017/18 and £3.4m in 2018/19, which reduces monies available for capital financing. In the round, Brent is therefore a net loser. Neither of these proposals could have reasonably been forecast in October.

- 5.5. The provisional local government settlement followed the announcement of the business rates revaluation on 28 September 2016. As a result of the revaluation, Brent's combined figures for expected business rates income plus top up are £0.3m higher in 2017/18, £0.9m higher in 2018/19 and £1.7m higher in 2019/20 than previously forecast. However this is partially offset by the additional business rates Brent will have to pay on those properties it owns itself, as set out in paragraph 5.10 below.
- 5.6. This year is the triennial pension fund revaluation at which the council must set, based on proper professional advice from the fund actuary, the pension fund contribution rates necessary to achieve a 100% funding level in an appropriate period of time. At the last valuation, three years ago, the strategy had been to reach a fully funded level in 22 years. To be consistent and to maintain its fiduciary responsibilities to the fund, this 'deficit recovery period' should now be reduced to the remaining 19 years, which is what is recommended.
- 5.7. Although the actuarial valuation process is not yet complete it is sufficiently so to confirm reasonable figures for the purposes of the budget. The budget had been constructed on an assumption of additional costs of £0.5m p.a. in each of the three years 2017/18 to 2019/20, taking into account that although investment performance would exceed the previous actuarial expectations this would be counter-balanced by very low interest rates depressing gilts and hence the discount factor. The valuation process has largely confirmed these assumptions, resulting in proposed pension fund contribution rates of 32.5%, 33.8% and 35.0% in each year respectively. The actuary has confirmed that these rates are consistent with the council's long term strategy to reach a fully funded level in 19 years.
- 5.8. The necessary growth in pension fund contributions will be funded through a combination of £0.4m growth per year in the budget (this releases £0.1m/year) plus some use of reserve established for this purpose. In the first year, the £0.4m is not needed and will be released for use in 2018/19 (see paragraph 5.14). This use of reserves is forecast to halve the current pension fund reserve over the next seven years. (As this use of reserves for the pension fund has no net impact on the council's savings requirements, it is not shown in the table above.)

Worse

- 5.9. The following changes in isolation would worsen the council's financial position:
- 5.10. The downside of result of the business rates revaluation is that the rates payable by the authority for the properties it occupies will increase by £0.6m in 2017/18, with a further increase of £0.2m in 2018/19. However, as set out above in paragraph 5.5, the council also benefited from the other side of this change.
- 5.11. The latest figures for council tax income and growth in the council tax base indicate that the available surplus will be slightly lower than previously forecast, and the planned use of council tax surplus has been reduced by £0.5m in 2018/19 and £1m in 2019/20 as a result.
- 5.12. There are additional charges from the West London Waste Authority, expected to total £0.8m in 2017/18 and a further £0.3m in 2018/19 across the pay as you throw levy and the fixed cost levy. This increase is due to a combination of population and business growth, inflation, and 2017/18 being the first year of the operation of the Severnside Energy Recovery Centre. One off savings on the Fixed Cost Levy were taken in 2016/17, and it had been expected based on communications from the West London Waste Authority that the Fixed Cost Levy would return to 2015/16 previous levels, not that there would be an increase. The costs for the pay as you throw levy had been assumed to be growing no faster than the population (1.1%/annum) in the budget proposals, but costs for 2017/18 and 2018/19 are now forecast to grow faster than this.
- 5.13. Assumptions about how quickly changes in population growth would increase income by increasing demand for chargeable services, such as parking permits, have changed, moving £0.5m of additional income, from 2017/18 to 2018/19. This makes the position for 2017/18 £0.5m worse, but has no long term impact.

Reserve movements

- 5.14. The changes above alter the timing of when savings can be made. The combined effect of the changes is to release £1m in 2017/18. It is proposed to transfer this £1m to an earmarked reserve to release in 2018/19 to offset the impact of the changes in assumptions in later years. This achieves a broadly neutral position, comparing the budget assumptions as they were set out in the autumn to those figures now confirmed. It illustrates the importance of the council holding reasonable and prudent levels of reserves in order to avoid having to make sudden and substantial changes to its budget plans whenever any budget assumptions have to change.

Other Changes to estimates

- 5.15. The final figures for Public Health grant show that this was £0.5m lower in 2017/18 than previously forecast. Under current policy, expenditure on Public Health is directly linked to the level of grant, so this will have no overall impact on the requirement for savings, but will clearly reduce the total amount available to be spent on public health services.
- 5.16. In November, Cabinet approved entering into a Partnership Agreement with the Police for the MetPatrol Plus scheme, provided that the cost of this could be accommodated within the overall budget. The autumn budget report had anticipated additional costs to fund community safety services, and the £0.4m cost of this scheme is consistent with that assumption, and it has therefore been built into the overall budget estimates for these purposes.
- 5.17. A policy is being developed to address the introduction of the apprenticeship levy by central government. Approval for this policy will follow the council's normal decision making process. It is expected that any additional costs due to the apprenticeship levy can be met from within the proposed budgets by use of contingencies.

Overall impact and conclusion

- 5.18. Aside from the wider and long-term strategic considerations the council will also need to deal with the specifics of budget setting. Decisions of external bodies affect the budget process. Notifications from some levying bodies and of some grants are still awaited, but are expected to be managed within the proposed budget. The precept for the GLA is due to be confirmed by the Greater London Assembly on 20 February 2017.

6. HRA Budget

- 6.1. The Housing Revenue Account (HRA) is a record of revenue expenditure and income, relating to the authority's own housing stock, i.e. it reflects the council's landlord role. There can be no cross-subsidy between the General Fund and the HRA, although legitimate charges flow between the accounts. Any balances on the HRA at the end of the year are carried forward within the HRA to the next year. The council must agree and publish an annual budget for the HRA.
- 6.2. A detailed report on the HRA budget for 2017/18 was agreed at Cabinet on 13 February 2017. That report set out proposals for an overall rent reduction of 1% for the main properties within the stock. The Welfare Reform and Work Act 2015 requires the council to reduce rents by 1% per year, for four years with effect from April 2016.
- 6.3. The 2017/18 HRA budget includes the following:

- The Government's required rent reductions of 1% per annum in each of the four years from April 2016. As a result of the government's rent reduction policy 2017/18 rental income will be £0.470m less than in 2016/17
- An increase in service charges of 1% amounting to an average increase of £0.09 per dwelling per week.
- Savings of £3.492m, mainly from retendering of the Concierge and a reduced warden service, reduction in responsive repairs and in the early debt repayment budget.
- Growth of £3.476m, mainly from setting a budget of £1m for investment in service modernisation and improvement and revenue contribution for future capital works.
- The current level of HRA borrowing is expected to be £127.9m at 31 March 2017. Brent's HRA borrowing limit under HRA self-financing is £199.3m; and the estimated HRA borrowing "headroom" is £71.3m.
- HRA Reserves brought forward from 2016/17 are estimated to be £5.283m. The HRA budget for 2017/18 assumes that £4m of these reserves will be used.
- The HRA is estimated to show a surplus of £1.283m at 31st March 2018

7. Schools Revenue Budget

- 7.1. The Schools Budget is funded directly from a Dedicated Schools' Grant (DSG) which is ring-fenced and so does not impact directly the Council's overall budget requirement. Schools are also allowed to build reasonable levels of reserves which are also ring-fenced.
- 7.2. As at 31 March 2016, Brent's maintained schools held £24.8m in balances, a relatively high figure, prudently held in view of upcoming school funding reforms.
- 7.3. Overall DSG funding has increased for 2017/18 due to growing pupil numbers, however on a per pupil level it remains a cash flat settlement, with the main schools block funded on 41,879 pupils at £5,522 per pupil totaling £231.3m. The other blocks support early years provision, funded at £23.4m, and high needs provision which includes all special schools, funded at £52.7m. Total DSG funding for 2017/18 is £307.4m.
- 7.4. The mainstream schools funding formula is set in consultation with the schools forum. In early December 2016 the schools forum approved some slight increases to the pupil funding factor rates as a reaction to changes in how deprivation data is recorded by the Department for Education. This ensured that all available funding was allocated out to schools, and reduced the number in receipt of the minimum funding guarantee (MFG) when compared to the 2016/17 funding formula. The MFG ensures that mainstream schools are

guaranteed to not lose more than 1.5% per pupil for pupils in years' reception to 11.

- 7.5. The fundamentals of the funding formula remain unchanged from the previous year, with the primary to secondary funding ratio remaining at the national average of 1:1.29. Changes to individual school allocations are therefore in line with changes in pupil numbers. A number of schools are expanding and as a result overall pupil numbers have increased by over 500 in Brent. The two secondary schools experiencing rapid growth of 58 and 116 pupils have gained £238K and £675K, whilst 26 primary schools experienced growth in pupil numbers with an average gain of £125K. Reductions in funding are also in line with decreasing pupil numbers, for example two secondary schools have significant drops of 25 and 54, which results in funding reductions of £260K and £441K respectively. In the primary phase, 30 schools had a fall in pupil numbers resulting in an average reduction of £44K.
- 7.6. The final funding formula was calculated during December and the schools forum recommended the schools budget as set by the funding formula at a meeting on the 18 January 2017.
- 7.7. The fundamentals of the funding formula remain unchanged from the previous year, with the primary to secondary funding ratio remaining at the national average of 1:1.29. The final funding formula was calculated during December 2016 and allocations are broadly cash flat with any individual school funding change the result of changing pupil numbers. The schools forum recommended the schools budget as set by the funding formula at a meeting on the 18 January 2017.

8. Equalities Implications

- 8.1. Under the Public Sector Equality Duty (PSED) in the Equality Act 2010, Brent Council is required to pay due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between different protected groups when making decisions. The groups protected by law, also known as protected characteristics, are age, disability, gender, race, religion or belief, pregnancy and maternity, marriage and civil partnership, sexual orientation and gender reassignment. Although socio-economic status (people on low income, young and adult carers, people living in deprived areas, groups suffering multiple disadvantage, etc) is not a characteristic protected by the Equality Act 2010, Brent Council is committed to considering the impact on socio-economic groups.

- 8.2. The PSED does not prevent decision makers from making difficult decisions in the context of the requirement to achieve a significant level of savings across all operations. It supports the Council to make robust decisions in a fair, transparent and accountable way that considers the diverse needs of all our local communities and workforce. Consideration of the duty should precede and inform decision making. It is important that decision makers have regard to the statutory grounds in the light of all available material, including relevant equality analyses and consultation findings. If there are significant negative equality impacts arising from a specific proposal, then decision makers may decide to amend, defer for further consideration or reject a proposal after balancing all of the information available to them.
- 8.3. Members are reminded that the budget can be described as a financial plan of the Council's current operational intent. Where known, the equality impact of change must be disclosed. In February 2016 Full Council agreed its budget for 2016/17, and also approved a number of other proposals to be built into the budget from 2017/18. These proposals went through a consultation and were subject to equality analyses (EAs).
- 8.4. The new saving proposals for 2017/18 to 2018/19 are set out in Appendix B. All saving proposals have been subject to the Council's EA screening process to assess their potential/likely impact on service users and employees with protected characteristics. Where the EA screening has identified a disproportionate negative impact with no reasonable mitigation, the proposals have been or will be subject to a full EA.
- 8.5. It should be noted that some of the proposals are in the early stages of development, and therefore services were not able to conduct full equality analyses at this stage. Where it was not possible to fully assess the impact from individual proposals, these will be subject to separate Cabinet decisions informed by full EAs prior to implementation.

9. Consultation

- 9.1. The council recognises consultation as a key part of policy formulation, and makes considerable effort to ensure that the views of residents and other groups are taken into account. The Council has consulted on the budget options in a variety of ways. Legally, the results of consultation are something that Members must have due regard to in making budget decisions. However, consultation need not legally be the single or even most significant determining factor in choosing between difficult options, although at Brent considerable emphasis is usually placed on the results of consultation.
- 9.2. The results of different forms of consultation cannot simply be evaluated against one another. It is not possible to state on an entirely objective basis, for example, whether the number of written representations made against a particular proposal should have greater or lesser weight in the decision making than the objections made verbally by groups of service users at a Brent Connects meeting. Members must use their judgement in assessing these various factors in order to help make choices about the budget.

- 9.3. The Scrutiny Committees have reviewed these proposals through their budget panel and also the process through which they were developed. The panel's report is attached in full at Appendix C.
- 9.4. The council has consulted on the budget discussions with the Leader and deputy Leader at all the Brent Connects meetings, responses collected online and by post on the specific budget proposals. Three pop up events on the budget with the Leader and Deputy Leader were held during January 2016.

Summary of Issues Raised at Brent Connects events

- 9.5. Five consultation events were held between 12 January 2016 and 3 February 2016 at locations throughout the borough. The meetings had the following levels of attendance:

Date	Location	Attendance
11 January	Brent Connects Wembley	47
18 January	Brent Connects Harlesden	32
24 January	Brent Connects Kilburn	22
7 February	Brent Connects Willesden	36
8 February	Brent Connects Kingsbury & Kenton	23

The Leader of the Council delivered a presentation outlining the financial position and the difficult budget choices faced by the Council. The Leader and deputy Leader then took questions from the audience and provided answers, supported by senior officers where appropriate for matters of technical detail.

- 9.6. As consultation was not planned to finish until after dispatch of this paper, a supplementary paper will be published before 13 February summarising the responses, and covering responses and meetings after the dispatch of this paper.
- 9.7. By the time consultation closed, 84 people have responded to the online consultation. Their responses have varied considerably from person to person. Taking the council tax increase as an example, several people have expressed support for it, others have opposed any rise, a handful have proposed that council tax rises should be limited to just inflation and some have made no comment either way. It is important to note that some of the proposals made could not be legally implemented by the council as they would breach the council's obligations or the council lacks the legal powers necessary to implement some of the suggestions, such as new taxes. Overall, no clear themes emerge from the responses to the consultation.

- 9.8. All of these consultation responses are important. Members need to have regard to them, but are not obliged to follow the suggestions made, and members could not legally implement some of the suggestions made. It is relevant to note that the consultees are, statistically speaking, “self selecting” and therefore not necessarily reflective of opinion in the borough as a whole, nor are they necessarily statistically significant. On the other hand, the people who have responded have chosen to take the time to review the council’s proposals and to contribute their thoughts, and often their views will be representative of the views of a much larger number of people.

10. The calculation of council tax

- 10.1. The calculation of the council tax for Brent services is set out in the table below. The calculation involves deducting core government grants and retained business rates from Brent’s budget, deducting the surplus on the Collection Fund, and dividing by the tax base.

Calculation of Brent’s Council Tax for 2017/18

	£m
Proposed Brent budget	267.7
Less Revenue Support Grant	(42.7)
Less Retained Business Rates (net of appeals provision)	(36.6)
Less Business Rates Top up	(49.5)
Less Collection Fund Surplus	(2.3)
Less Other Specific Grants	(29.7)
Total to be met from Council Tax for Brent Budget	106.9
Tax Base (Adjusted Band D equivalents)	93,319
Band D Council Tax (£)	£1,145.16

Greater London Authority (GLA)

- 10.2. Each financial year, the Mayor and London Assembly must prepare and approve a budget for each of the constituent bodies and a consolidated budget for the authority as a whole.

- 10.3. The Mayor's initial budget is based on a precept at Band D is £280.02 for 2017/18. This represents an increase of £4.02 or 1.5%. These figures are subject to final confirmation.

Setting the Tax

- 10.4. The council is required to make certain calculations under sections 30, 33, 34 and 36 of the Local Government Finance Act 1992. These calculations are:
- The basic amount of council tax for both Brent Council and the GLA;
 - The basic amount of council tax for each valuation band for both Brent and the GLA;
 - The aggregate amount of council tax for each valuation band, which includes the basic amount for Brent and the GLA.
- 10.5. In accordance with these requirements, Members are asked to agree the calculations set out in the recommendations.
- 10.6. Any amendments agreed to the budget will require a recalculation to be undertaken.

11.0 The Capital Programme and Investment Strategy

Introduction

- 11.1. The investment strategy adopted in April 2016 was prepared to address a gap in the council's planning and resource allocation framework, so as to enable the development of a wider capital programme tailored to meet the council's emerging Brent 2020 aspirations. It replaced the council's historical approach to rolling forward capital budget allocations without linking them to strategic objectives.
- 11.2. The immediate focus of the investment strategy was to identify ways to generate reductions in operating expenditure, and it is likely that this will always remain a significant focus. The initial focus was on financing the temporary accommodation reform plan and establishing an investment company. This latter company - Investing 4 Brent - was approved by Cabinet in November 2016 and held its inaugural board meeting on 20 December 2016.
- 11.3. The Temporary Accommodation (TA) reform plan was approved by Cabinet in March 2016. It contains a number of measures to reduce reliance on and the costs of temporary accommodation. The principal link with the investment strategy is the acquisition of a private rented sector (PRS) portfolio. By doing this the council is able, through its investment company, to act as a responsible landlord and deliver housing at lower cost than the private sector does. The financial model is predicated on long-term appreciation in property prices and so is not without risk. That said, as the council can afford to be a long-term investor these risks are reasonable.

The 2016/17 Capital Programme

11.4. The capital programme for 2016/17 budget was £223.1m. The latest forecasts estimate that only £111.4m will be spent and so the balance has been rephased into 2017/18 or later years. Better planning and delivery of capital spend are essential to match borrowing and treasury management activity to expenditure, in order to optimise the use of any temporary cash balances.

11.5. The table below shows the 2016/17 forecast against budget.

Board	Budget £m	Forecast Outturn £m	Variance £m
Corporate Landlord	2.5	1.0	(1.5)
Estates Regeneration Board	3.7	2.5	(1.2)
Housing Investment Board	129.5	69.0	(60.5)
Schools Programme Board	47.4	15.7	(31.7)
South Kilburn Programme Board	17.3	9.9	(7.4)
Transport & Highways Board	22.7	13.3	(9.4)
Grand Total	223.1	111.4	(111.7)

11.6. Overall delivery has not matched expectations. In particular, unrealistic programming, project management delays in the Infill programme, contractual delays street lighting project and challenges with the main contractor in schools have caused the biggest variances. This is dealt with in great detail in the January Resources & Public Realm Scrutiny report. Therefore, it is interesting to note that broadly the Capital spend in 2016/17 has matched the overall spend in 2015/16, bar an upswing in the delivery of the social housing improvement project in the HRA.

11.7. A key impact of this under-delivery is that delays in the NAIL schemes will in turn delay the realisation of savings in the Adult Social Care budget. Reasons include planning delays, additional re-design work and lower level of bidder interest. On the NAIL schemes, officers have reviewed a range of accommodation options and there are recommendations in an accompanying paper to mitigate the shortfall in savings.

The 2017/18 to 2019/20 Capital Programme

11.8. The table below summarises the capital programme as agreed in March 2016, including monies carried forward from the previous year. It then sets out:

- a) Those cases where the timing of the practical delivery of schemes is now expected to be different to that anticipated when the budget was set, and hence also shows the re-profiling of the capital programme required to reflect this. By definition these changes do not alter the total amount of capital allocated, merely the timing of anticipated delivery.

- b) Those cases where additional grants can result in additional expenditure within the programme, and the financing and expenditure figures have been amended accordingly. An example of this is the £0.9m for works funded by Transport for London
- c) Those cases where, since March 2016, Cabinet has authorised additional expenditure through specific decisions, which now needs to be formally reflected into the capital programme. These schemes are intended as self-financing, and have no requirement for additional net revenue expenditure. The capital financing has been updated to reflect these schemes. The schemes are:
 - £50m extra in the PRS Acquisition Programme. Income generated from the additional housing units over the life of the assets will pay for the purchase costs and interest.
 - Knowles House (£23.9m), London Road (£32.7m), Church End (£21.8m) and Stonebridge (£0.3m to date) are all intended to be self-funding through the generation of additional revenue streams.
 - Additional capital budgets for planned acquisitions as agreed by Cabinet
- d) This brings the capital programme up to date. A series of further proposals are then set out for consideration. These are:
 - In line with prudent financial management practices the council has moved away from borrowing to finance maintenance and repair works to its highways infrastructure network, but the total amount invested, or planned to be invested, is unchanged at £3.5m from previous policy decisions
 - A separate report to Cabinet on 13 February 2017 details capital spending plans for the HRA of £52.8m covering works to the current HRA housing stock, and additional affordable housing. This is funded by resources from within the HRA and will have no impact on council tax. This report has been constructed on the assumption that those plans will be agreed.
 - A separate report on this agenda sets out proposed additional borrowing for NAIL scheme of £20.6m to purchase and refurbish new and existing properties. This report has been constructed on the assumption that those plans will be agreed.

11.9. Council will in time need to update its future capital plans, once the spatial planning strategy has been developed and refined. As in previous years, an

indicative amount has been estimated purely for the purposes of calculating the capital financing requirement, at £150m. This is an enabling figure only, and no specific expenditure or borrowing could be incurred against this without separate Cabinet authority.

11.10. A summary of the proposed capital programme is below.

Capital Programme

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	Total £m
Approved Budget - Feb 2016	162.8	100.0	20.0	5.4	288.2
Carry-forward from 2015/16	10.5	0.0	0.0	0.0	10.5
Amended Original Budget	173.3	100.0	20.0	5.4	298.7
Additional Schemes Approved by Cabinet					
Transport for London	0.2	0.0	0.0	0.0	0.2
Stonebridge Development	0.3	0.0	0.0	0.0	0.3
Willesden Green Library	0.2	0.0	0.0	0.0	0.2
Carleton & Granville	1.7	0.0	0.0	0.0	1.7
Knowles House	0.4	23.5	0.0	0.0	23.9
Highways Investment Plan	2.0	0.0	0.0	0.0	2.0
Clock Cottage - increased budget	0.0	0.0	0.7	0.0	0.7
London Road	0.2	32.5	0.0	0.0	32.7
PRS Acquisition Programme	20.0	30.0	0.0	0.0	50.0
Church End Adjoining site	8.5	7.0	5.8	0.5	21.8
Acquisition strategy	16.4	0.0	0.0	0.0	16.4
Highways 2017/18 Allocation - Brent spend	0.0	3.5	3.5	3.5	10.5
Highways 2017/18 Allocation - TfL	0.0	0.9	0.0	0.0	0.9
HRA Stock Investment Plan	0.0	32.8	20.0	0.0	52.8
NAIL Refurbishment	0.0	20.6	0.0	0.0	20.6
Budget prior to Re-profiling	223.2	250.8	50.0	9.4	533.4
Re-profiling					
Re-profiled - General Fund	(83.5)	(48.1)	88.2	43.4	0.0
Re-profiled - HRA	(29.5)	15.3	6.4	7.8	0.0
Re-profiled Total Budget	110.2	218.0	144.6	60.6	533.4
Items in the Pipeline					
Estimate of Projects Approved in 2017/18	0.0	15.0	80.0	55.0	150.0
Estimated Financing Requirements	110.2	233.0	224.6	115.6	683.4

Financing of Capital

11.11. Capital investment can be financed in a variety of ways. For the council the main sources are government grants, other external contributions, s106 and

CIL receipts and council contributions, whether by way of borrowing or direct revenue contributions.

11.12. Officers and Members developed an investment strategy, designed to integrate the revenue and capital budget and to address major service and financial pressures. Knowles House, London Road, Church End and the PRS Acquisition programme all represent examples of this holistic investment strategy.

11.13. The table below notes the planned financing of the proposed expenditure. Overall, the borrowing requirement is the difference between the expenditure and the amount of financing available, with the caveat that some sources of funding are subject to conditions. Based on the Council's approved Capital programme, it will need to borrow £162.3m, consisting of £111.4m to fund General Fund schemes and £50.9m to fund HRA schemes. It is estimated that a further £130.0m borrowing would be required to support the additional projects that are expected but to which the Council has not formally approved to date. The £130m will include the proposal for an improved CCTV system, which is expected to cost £2.3m, if this is approved by Cabinet. This analysis makes assumptions around CIL that a further £20m would be generated to fund future schemes.

Borrowing Requirements

	General Fund £m	HRA £m	Total £m
Approved Expenditure	400.5	132.9	533.4
Capital Receipts (incl. RtB)	(87.7)	(16.0)	(103.7)
External Contributions	(3.3)		(3.3)
Grants	(96.7)	(4.0)	(100.7)
Section 106	(10.9)		(10.9)
Internal Contribution	(15.1)	(53.0)	(68.1)
New Homes Bonus	(21.3)		(21.3)
Major Repairs Reserve		(9.0)	(9.0)
Earmarked Reserves	(54.1)		(54.1)
Approved Budget to Be Funded from Borrowing	111.4	50.9	162.3
Pipeline Items	150.0		150.0
Additional CIL Generated	(20.0)		(20.0)
Estimated Requirement to be Funded from Borrowing	241.4	50.9	292.3

- 11.14. Given the extraordinary pressures faced by the council, the investment strategy entails borrowing very large sums. At the last budget setting, the Council established an enabling provision of £150m but the new estimates as the strategy has developed are potentially significantly higher.
- 11.15. It is critically important that any borrowing entered into must meet the tests set out in the CIPFA Prudential Code, specifically that they are prudent, affordable and sustainable. This requires detailed scrutiny of business cases to ensure that they cover all material risks and opportunities. Furthermore, borrowing that is ultimately entered into should only be undertaken when officers and Members are satisfied that appropriate provision has been made to ensure that the interest costs can be serviced and the principal eventually repaid.
- 11.16. Appendix F sets out the council's prudential indicators. It is important to stress that the authorised limit – the maximum amount that the council may borrow – has for a number of years been several hundred millions pounds above the level of actual borrowing – last year it was set at £400m above the level of actual borrowing. It is proposed to increase that by £100m to £500m, in light of the Council's investment strategy, while recognizing that the Council has been prudent with its estimate of the additional resources that may finance capital spend. Potentially, the additional growth would cost up to an additional £3m to service annually, should the borrowing become necessary, and if this was not offset by additional income or savings. The calculation noted above merely follows from the strength of the council's balance sheet, as it is largely prescribed by statute and regulation.

12. FINANCIAL IMPLICATIONS

- 12.1. The council's financial position has been set out in this report and Members are under a legal obligation to set a balanced budget. In doing so they are obliged, under normal administrative principles, to take into account the various relevant factors, particularly in respect of consultation and equalities. In doing so Members are, of course, entitled to exercise their political judgement, paying regard to the relevant factors rather than being absolutely determined by them.
- 12.2. The budget report sets out a comprehensive picture of the council's finances over the short, medium and long term to assist in the decision making process in setting the 2017/18 budget and the forward looking business plans.
- 12.3. Overall, expenditure in 2016/17 is expected to be contained within the agreed budgets, although there are significant variances within that overall result. In consequence, the general reserve is expected to be retained at £12m with no need for amendment. This level is relatively low for London, but is not unreasonable.
- 12.4. In considering the budget report, the following key considerations should be highlighted in particular.

- The extent to which the overspends in 2016/17 are structural, that is, that they will or may recur in 2017/18, is a particular risk. Any element of these overspends that may be structural will, if not addressed during 2017/18, require further savings to be agreed next year to offset this. Whilst plans are in place to address this the scale of risk is significant.
 - Delivering the saving programme agreed in February 2016 will present substantial management challenges, particularly around procurement and civic enterprise savings. Again, considerable management attention has been and is being devoted to ensure that these can be delivered, but it is important to stress again the inherent risks in delivering such a large and complex programme.
- 12.5. That said, the budget now proposed is realistic and affordable, albeit challenging. The increases in council tax set out, if agreed in this and subsequent years, will generate significant additional revenue over time, minimising the number of difficult new decisions about funding for specific services to be proposed. If agreed, this budget would provide for affordable services in 2017/18 and 2018/19, but a further gap of nearly £13m remains in 2019/20. Building on the outcome based reviews and other initiatives to start to close this gap quickly will be an important future consideration.
- 12.6. Formally, this section of the report is the report of the section 151 officer to which the council is required by section 25 of the Local Government Act 2003 to have regard confirming that if the budget as proposed were to be agreed the estimates made for the purposes of the calculations are robust and the proposed financial reserves are adequate.

13. LEGAL IMPLICATIONS

- 13.1. These are set out in Appendix G.

14. STAFFING IMPLICATIONS

- 14.1. The impact of the budget proposals are outlined in Appendix B. Of the proposals identified within this appendix there are some where there is a potential impact on staffing but it is anticipated that fewer than twenty staff could be subject to redundancy. In instances where individual restructurings are likely to bring about redundancies in excess of twenty it is necessary for Cabinet to approve them.
- 14.2. The Council will apply its Managing Change Policy and Procedure in the application of all restructuring arrangements which have an impact on staff, consulting with staff and trade union representatives accordingly.

15. CONTACT OFFICERS

Conrad Hall, Chief Finance Officer conrad.hall@brent.gov.uk

2017/18 REVENUE BUDGET

	2016/17 £m	2017/18 £m
Service Area Budgets		
Community Wellbeing	121.5	119.4
Children & Young People	40.8	40.7
Regeneration & Environment	30.2	28.1
Resources	29.3	28.1
Performance, Policy & Partnerships	10.3	10.0
Total Service Area Budgets	232.0	226.3
Other Budgets	39.6	41.3
Total Budget Requirement	271.6	267.6
Less		
Revenue Support Grant	56.0	42.7
Retained Business Rates	34.9	36.6
Business Rate Top up	48.8	49.5
Specific Grants	33.7	32.0
	173.4	160.8
Total to be met from CT for Brent Budget	98.3	106.9
Total to be met from CT for GLA Precept	24.6	26.1
Taxbase - Band D Equivalents	89,254	93,319
Brent Council Tax Requirement at Band D	£1,101.24	£1,145.16
Brent % Increase	3.99%	3.99%
GLA Precept	£276.00	£280.02
GLA % Increase	-6.44%	1.46%
TOTAL BAND D including Precepts	£1,377.24	£1,425.18
TOTAL % Increase	1.72%	3.48%

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BUDGET SUMMARY - OBJECTIVE ANALYSIS

	2016/17 Current Budget £m	Growth £m	Savings £m	Technical Adjustments £m	2017/18 Approved Budget £m
Departmental Budgets					
Community Wellbeing	121.5	3.4	(5.0)	(0.5)	119.4
Children & Young People	40.8	0.7	(0.8)		40.7
Regeneration & Environment	30.2	1.0	(3.1)		28.1
Resources	29.3	0.4	(1.6)		28.1
Performance, Policy & Partnerships	10.3	0.1	(0.3)		10.0
Total Departmental Budgets	232.0	5.5	(10.8)	(0.5)	226.3
Central Budgets	39.6	9.2	(9.0)	1.5	41.3
Total Budget Requirement	271.6	14.7	(19.8)	1.1	267.6
Funding					
Revenue Support Grant	(56.0)			13.3	(42.7)
Retained Business Rates	(34.9)			(1.7)	(36.6)
Business Rates Top up	(48.7)			(0.7)	(49.5)
Specific Grants	(33.7)			1.6	(32.0)
Council Tax	(98.3)			(8.6)	(106.9)
Total Funding	(271.6)			4.0	(267.6)
Service Level Breakdown					
Community Wellbeing					
Adult Social Care	80.3	3.4	(3.2)		80.4
Public Health	22.5			(0.5)	22.0
Community Services	18.7		(1.8)		16.9
Total Budget	121.5	3.4	(5.0)	(0.5)	119.4
Children & Young People					
Children and Young People Directorate	1.6	0.0			1.6
Integration and Improved Outcomes	23.3	0.2	(0.8)		22.7
Safeguarding, Performance and strategy	14.9	0.4			15.3
Other School Related Budgets	1.0				1.0
Total Budget	40.8	0.7	(0.8)		40.7
Regeneration & Environment					
Regeneration & Environment Director's Office	0.5				0.5
Environmental Services	27.7	0.9	(2.3)		26.3
Regeneration	1.9	0.1	(0.8)		1.2
Total Budget	30.2	1.0	(3.1)		28.1
Resources					
Chief Legal Officer	1.2				1.2
Human Resources	2.4				2.4
Digital Services	5.0		(0.4)		4.7
Property	5.5		(0.5)		5.0
Resources Director	0.8				0.8
Finance	3.6				3.6
Customer Services	10.7	0.4	(0.7)		10.4
Total Budget	29.3	0.4	(1.6)		28.1
Performance, Policy & Partnerships					
Chief Operating Officer	0.5	0.1			0.5
Communications	1.0				1.0
Executive & Member Services	2.9				2.9
Commissioning & Procurement	1.0				1.0
Performance Improvement	2.1				2.1
Strategy & Partnership	2.9		(0.3)		2.5
Total Budget	10.3	0.1	(0.3)		10.0
Total Departmental Budgets	232.0	5.5	(10.8)	(0.5)	226.3

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BUDGET SUMMARY - SUBJECTIVE ANALYSIS

	2016/17 Current Budget £m	Growth £m	Savings £m	2017/18 Approved Budget £m
<u>Community Wellbeing</u>				
Expenditure:				
Employee Expenses	25.9	0.3	(0.4)	25.7
Premises Related Expenditure	30.2			30.2
Transport Related Expenditure	16.9	0.7		17.6
Supplies and Services	52.1			52.1
Thrid Party Payments	71.2	2.4	(3.4)	69.6
Transfer Payments	30.7			30.7
Support Services	1.2			1.2
Total Expenditure	228.1			227.1
Income:				
Recharges Income	(23.9)		(0.6)	(24.4)
Government Grants	(1.0)			(1.0)
Other Grants, Reimbursements & Contributions	(19.4)		(0.4)	(19.8)
Customer and Client Receipts	(90.9)		(0.2)	(91.1)
Total Income	(135.1)			(136.3)
Net Expenditure	93.0			90.9
Below the line adjustments (HRA)	28.5			28.5
Total Net Expenditure	121.5	3.4	(5.0)	119.4
<u>Children & Young People</u>				
Expenditure:				
Employee Expenses	36.0	0.2	(0.8)	35.4
Premises Related Expenditure	0.4			0.4
Transport Related Expenditure	1.3			1.3
Supplies and Services	9.8			9.8
Thrid Party Payments	164.9	0.4		165.3
Transfer Payments	50.3			50.3
Support Services	4.7			4.7
Total Expenditure	267.3			267.2
Income:				
Recharges Income	(4.9)			(4.9)
Government Grants	(216.5)			(216.5)
Other Grants, Reimbursements & Contributions	(1.4)			(1.4)
Customer and Client Receipts	(3.8)			(3.8)
Total Income	(226.5)			(226.5)
Net Expenditure	40.8	0.6	(0.8)	40.7
<u>Regeneration & Environment</u>				
Expenditure:				
Employee Expenses	20.0	0.2		20.2
Premises Related Expenditure	3.2		(0.4)	2.8
Transport Related Expenditure	3.6	0.1	(0.2)	3.5
Supplies and Services	16.1		(1.7)	14.4
Thrid Party Payments	18.6	0.7	(0.3)	19.0
Transfer Payments	0.0			0.0
Support Services	0.3		(0.4)	(0.1)
Total Expenditure	61.8			59.8
Income:				
Recharges Income	(4.1)			(4.1)
Government Grants	(4.3)			(4.3)
Other Grants, Reimbursements & Contributions	(1.9)			(1.9)
Customer and Client Receipts	(28.5)		(0.1)	(28.6)
Total Income	(38.8)			(38.9)
Net Expenditure	23.0			20.9
Below the line adjustments	7.2			7.2
Total Net Expenditure	30.2	1.0	(3.1)	28.1
<u>Resources</u>				
Expenditure:				
Employee Expenses	20.2	0.4	(0.5)	20.1
Premises Related Expenditure	9.2			9.2
Transport Related Expenditure	0.1			0.1
Supplies and Services	11.4			11.4
Thrid Party Payments	4.1		(0.3)	3.8
Transfer Payments	0.0			0.0
Support Services	0.0			0.0
Total Expenditure	45.1			44.6
Income:				
Recharges Income	(9.2)			(9.2)
Government Grants				
Other Grants, Reimbursements & Contributions				
Customer and Client Receipts	(6.5)		(0.8)	(7.3)
Total Income	(15.7)			(16.5)
Net Expenditure	29.3	0.4	(1.6)	28.1
<u>Performance, Policy & Partnerships</u>				
Expenditure:				
Employee Expenses	6.3	0.1		6.3
Premises Related Expenditure	0.0			0.0
Transport Related Expenditure	0.0			0.0
Supplies and Services	3.6		(0.3)	3.3
Thrid Party Payments	0.1			0.1
Transfer Payments				
Support Services	0.9			0.9
Total Expenditure	10.9			10.6
Income:				
Recharges Income	0.0			0.0
Government Grants	(0.2)			(0.2)
Other Grants, Reimbursements & Contributions				
Customer and Client Receipts	(0.5)			(0.5)
Total Income	(0.6)			(0.6)
Net Expenditure	10.3	0.1	(0.3)	10.0
Total Departmental Budgets	232.2	5.5	(10.8)	226.3

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Savings agreed in Feb 15 and Feb 16

Ref No	Unit /Service	Description:	Item	2017/18 (£'000)	2018/19 (£'000)
Pre 15/16 Budget Agreed Savings					
ASC002	Residential & Nursing	Reduce residential care to necessary minimum and increase extra care/supported living housing	Transform the accommodation based care market in line with the Council's Market Position Statement. Reducing to a minimum the focus on residential and nursing care and developing Extra Care Sheltered/Supported Living Accommodation to give the vast majority of people who need accommodation based care greater independence and improved quality of life. Savings of £370k included in 2015/16	1,400	1,400
R&G001	Regeneration & Growth	Updated TA forecast based on 13/14 performance	Further planned reductions in temporary accommodation costs reflecting improved management and reductions in numbers.	500	0
R&G011	Regeneration & Growth	Investment Team	Full year effect of funding changes for development fund and information manager.	20	0
R&G012	Regeneration & Growth	Planning & Building Control	Increase income through generating more trading business. Prioritise resources on non-ringfenced income generation work – particularly targeting and securing work through cross-boundary working via partnership schemes. Savings of £50k included in 2015/16.	25	0
R&G017	Regeneration & Growth	Facilities Management & Civic Centre	To be read in conjunction with R&G26. This proposal assumes further letting of space in the Civic Centre to a third party with a resulting service charge for the cost of FM. The saving assumes a further floor of the Civic Centre can be made available and let by 2016.	124	0
R&G018	Regeneration & Growth	Housing Needs	Shared service arrangements for housing register and allocated scheme - £100k to £200k. Initial work being undertaken with neighbouring borough where the use of common approaches and systems has been identified. This may offer potential for shared service savings and the spreading of back office/overhead costs. Initial arrangements to be in place during 15/16 (part-year saving). Savings of £20k included in 2015/16.	40	0

Ref No	Unit /Service	Description:	Item	2017/18 (£'000)	2018/19 (£'000)
R&G025a	Regeneration & Growth	Income Generation through gaining "Approved Inspection" status	Enabling Brent to undertake Building Regulation work throughout England. Explore the potential for increasing the level of income generated by Building Control through gaining "Approved Inspector" status. This would enable Brent to undertake Building Regulation work throughout England without need to obtain the host local authority's agreement to work within their area. This ability will allow Brent to market the services in the same way as the private sector company and compete with Private Sector AI's. In taking forward this model we will review our charges to reflect market rates but ensure they remain competitive and need to develop mechanisms whereby inspection of works can be effectively resourced / undertaken.	35	0
R&G025f	Regeneration & Growth	Letting Agency	Establishing a lettings agency which will generate increased income from the provision of property and tenancy management services to private sector properties.	175	175
R&G025g	Regeneration & Growth	Increased Income and Efficiencies from Disabled Facilities Work	Efficiencies in relation to the administration and supervision of Disabled Facilities Grant in areas such as services to self funders / partnership working better integration with BHP.	40	0
R&G026	Regeneration & Growth	Income from the Civic Centre	Proposals will be developed for increased income from the Civic Centre. The additional income assumed from 16/17 onwards assumes that an additional floor being made available and a tenant found to occupy the space on a commercial basis from 2016. To be read in conjunction with R&G17 which represents the service charge that could be achieved and the FM costs that could then be offset.	150	0
R&G029	Regeneration & Growth	Regeneration Investment Service	Reduction in base budget for special adhoc projects within Regeneration	100	0
R&G035	Regeneration & Growth	Housing Needs Service Redesign and Efficiencies	Reduce the number of Housing Options Officer posts by 4, over a two year period from 2016/17. Current approaches can be streamlined and operational efficiencies gained.	100	0
ENS015	Community Services	Parking Service	Full year effect of previously agreed proposals.	134	0
ENS016	Community Services	Street Lighting	Replace existing street lighting with LED lighting and a central management system. Capital investment of £7m has been approved to finance this.	750	0

Ref No	Unit /Service	Description:	Item	2017/18 (£'000)	2018/19 (£'000)
ENS020	Community Services	Libraries, Art and Heritage – grants	Full year effect of previously agreed proposals which will leave an ongoing budget of £50k	155	0
ACE002	Strategic Commissioning	Review of grant funding to London Councils	Previously agreed proposal, which required a two thirds majority approval in London Councils. This was not secured and work is underway to identify an alternative approach.	340	0
R&G005	Community Services	Capita Savings	The Capita contract for Revenues & Benefits provides for 3% savings to be delivered year on year. The proposal here represents the full outcome of the renegotiation of the Capita contract price undertaken as part of the decision to extend the current contract for a further 3 years from 1st May 2016 to 30th April 2019. Savings of £321k included in 2015/16.	207	0
Driving Organisational Efficiency					
DOE001	Support Planning, Reablement & Mental Health	Increase Direct Payments	This will mean that people pay for their home care/community support through independent Personal Assistants or direct purchasing of support from providers. A market for Independent Personal Assistants will continue to be developed in the local area to maximise the benefit.	50	50
DOE002a	Early Help	Transformation of the design and delivery of early help	Effective and co-ordinated early intervention will build resilience and independence which will in turn move cases out of high risk and high cost services. As far as possible there will be a one worker to one family approach. Savings will be achieved through three main workstreams: 1. More effective co-ordination and signposting and to early intervention services delivered by partners including schools and the voluntary sector; 2. Improved use of research to ensure a greater strategic focus on high impact interventions and more effective assessment of individual need. Savings will be achieved by reducing delivery of low impact or repeat interventions; 3. Planned structural change across CYP. In the first instance this will enable the delivery of a more coherent offer which is expected to reduce demand for high cost services. Any reduction in demand will then enable a further reduction in headcount.	350	550

Ref No	Unit /Service	Description:	Item	2017/18 (£'000)	2018/19 (£'000)
DOE002b	Children's Social Care	Signs of Safety and Social worker recruit	Increased efficiencies of £200k driven by the Signs of Safety programme and a linked, but separate, reduction in the reliance on agency staff across the division. There are approximately 70 agency social workers, deputy and team managers in children's social care currently. Over the two year period the plan is to reduced this by 40, this would realise a saving of approximately £300k.	300	200
DOE002c	Children's Social Care	Regionalising Adoption	Government has indicated its intention to regionalise some or all of local authority adoption services by 2017. In London the preparatory work is being led by the London Adoption Consortium which is currently conducting a scoping exercise on the model that this regionalisation could take and the scale and type of services that could be regionalised. This piece of work is due to conclude in March 2016 with a view to delivering from April 2017. Local Authorities will not be able to stop providing adoption services but they will be delivered differently; whether through a collection of Local Authorities or commissioned with a single provider. This will lead to some efficiencies – particularly in the area of the recruitment and assessment of adopters as well as the provision of post-permanency support. Current estimates are that it will be 15% of the budget £100k.	100	0
DOE003	Community Services	To review staffing structures and spans of control across the eight services divisions	Savings of £2.25m would come from a 20% reduction in FTE across all eight services. The review would particularly include contract management and strategy development arrangements so that these can be standardised and rationalised across all large operational contracts in a way that creates consistency of approach and improved service outputs. The services referred to are those that were located in what was at that time called the Community Services division of the Cheif Operating Officer's department.	1,125	1,125
DOE004	Corporate Business Support	Review support service costs	The proposal is to review the level of support services provided within the council in the future to create a leaner more efficient service to users. The options for achieving the saving are: restructuring, merging, outsourcing, shared services, and driving greater efficiency through technology and self-service.	500	500

Ref No	Unit /Service	Description:	Item	2017/18 (£'000)	2018/19 (£'000)
Civic Enterprise					
CE001	Support Planning & Reablement	Additional Continuing Health Care (CHC) Funding	The saving comes from the CCG funding care packages rather than the council. It should mean a better service for users with complex needs. The CCG should fund this care as they have the necessary skills to meet these needs. Previously a move to CHC funding has meant a loss of choice and control for the user that they had with a social care package, but this is no longer the case as they can now have a Personal Health Budget.	400	400
CE002	Cross Department	Income Generation	The generation of advertising and sponsorship income of £300k from increasing the number of on street (large and small format) billboards, lamppost banner, advertising on the council's website/intranet and roundabout sponsorship. Put in place concession contracts for the installation of wireless equipment on lampposts and review current position on rooftops and small spaces/buildings generating £210k. Carry out a review of fees and charges comparing Brent to neighbouring authorities in order to bring our charges in line including for services that were previously free with a view to raising £1.99m of additional revenue.	1,250	1,250
CE003	Digital Services	IT Sales	Following the successful provision of ICT services to the LGA and the establishment of the shared service with Lewisham. The Lewisham service will start in April 2016 covering infrastructure support and in 2017/18 will be extended to other applications. Digital services would be looking to offer ICT services on a commercial basis to other organisations. The service is already in discussion with a number of London boroughs that have expressed interest in what we can do for them and are looking to develop this so that we can have something in place for April 2018.	375	375

Ref No	Unit /Service	Description:	Item	2017/18 (£'000)	2018/19 (£'000)
CE004	Parking & Lighting/Parking	Eliminate the additional overhead costs of the Serco parking contract	It was originally intended that the cost of the overheads for the Serco parking contract would be apportioned on a 60:38:2 ratio between the three participating boroughs: LB Brent; LB Hounslow; and LB Ealing; respectively. The ratio was calculated in proportion to the value of the overhead costs being transferred to Serco at the commencement of the contract. Immediately prior to the letting of the contract, LB Hounslow identified a shortfall on the savings target required by their administration. It was agreed between the boroughs that, on a temporary basis, the ratio would be amended to 80:18:2 (Brent: Hounslow: Ealing), with a review in January of each year to assess whether the additional contribution from Brent to Hounslow could still be justified. Brent's additional contribution is £347k p.a. and this will be reviewed.	300	47
Page 64 CE005	Finance	Better collection of debts and arrears	To generate at least £1m per annum from better collection of debts and arrears across the range of council paid for services and taxes. A review of the balance sheet and underlying processes has indicated that this is a realistic but stretching target at this stage. Following a detailed review by the One Council programme office and consultation with managers across the council officers have identified opportunities to improve debt collection, including through more efficient processing, better management of arrears, improved cross-council working through a newly established debt board and better management of clients with multiple debts. This work follows the successful pilot in adult social care debt that demonstrated the potential is one service area, and this model is now proposed to be extended across the council.	1,000	0
CE006	Regeneration and Growth	Civic Centre - Rental Income	Additional income could come from additional lets eg Library café space, increased income from the basement car park or from further release of office space	125	125

Ref No	Unit /Service	Description:	Item	2017/18 (£'000)	2018/19 (£'000)
Making Our Money Go Further					
MGF001	Procurement	Contract Renewal Savings	There are 161 contracts due for renewal over the next three years (2016/17 - 2018/19). This includes 63 contracts above £500k and 98 contracts below £500k. The aim will be to approach the market with a target of 10% savings against current contract prices. In addition savings to be achieved on the end of the Streetlight PFI contract by replacing the current contract requirements by a repairs only contract.	3,500	4,500
MGF003	Regeneration and Growth	FM Contract	Savings in FM contract. This could flow from a further reduction in buildings within the contract or from a revision to the contract. The alternative option which is unlikely to be acceptable to CMT, is to negotiate a reduction in the contract in return for triggering the additional period which is available at the end of the current contract period.	100	100
				13,770	10,797

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Appendix B:
Detailed new policy options

Budget Options Information

Reference:	1718BUD1
Service(s):	Public health: Sexual health transformation
Lead Member(s):	Cllr Hirani

Policy Proposals:	Through participation in the London Sexual Health Transformation Programme including the London wide procurement of a 'front door' to sexual health services and a joint procurement with Ealing and Harrow of an integrated local sexual health service savings are anticipated through a diversion of activity to lower cost settings
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Financial and Staffing Information

2016/17	
Total budget for the service(s) £'000:	5,616
Total post numbers in the services(s) (FTE):	0

	2017/18	2018/19
	£'000	£'000
Budget implications:	£250	£350
	FTE	FTE
Proposed staffing reduction	0	0

How would this affect users of this service?

Analysis of activity in current sexual health services and a waiting room survey indicates that not all current attendances at genitourinary medicine (GUM) clinics need that specialist service. Brent is participating in a London wide procurement of a new 'front door' to sexual health services. The front door into services will be web based, a single platform providing patients with information about sexual health, on line triage, signposting to the most appropriate service for their needs and the ability to order self-sampling tests.

Key milestones

Dec 2015 Cabinet:

Agreed continued participation in the collaboration with other London boroughs in the London Sexual Health Services Transformation Programme with the intention of procuring genitourinary medicine (GUM services) and Contraception and Sexual Health Service (CaSH) in a new collaborative commissioning model.

Subregional contract award March 2017

Contract award for service (by City of London) March 2017

New service commences June 2017

Key consultations

Engagement with service users and clinicians is ongoing through the [London Sexual Health Transformation Partnership](#) (LSHTP)

Key risks and mitigations

The Programme Steering Group maintain an active risk log and review mitigating actions. The most significant risks relate to:

- the collaborative nature of the programme including a failure to agree service models, to align decision making and to agree collaboration agreements
- a failure to change patient and / or clinician behaviour and so not achieve the diversion of activity on which savings are based

Equality impact screening

A full Equality Analysis was carried out as part of the decision-making and is available at: <https://www.brent.gov.uk/media/16406381/london-sexual-health-transformation-project-ea.pdf>. The relevant equality considerations are reflected in the tender specification and procurement process.

EIA required?:	Yes
EIA to be completed by:	Public Health team
Deadline:	Completed
Lead officer for this proposal:	Melanie Smith, DPH

Budget Options Information

Reference:	1718BUD2
Service(s):	Adult Social Care
Lead Member(s):	Cllr Hirani

Policy Proposals:	Income generation – The introduction of a provisional charge for Community Care and Accommodation based care will generate revenue earlier in the process and avoid people not contributing to service due to non-compliance with the financial assessment process. This provisional charge removes the inherent delay in assessing a client after the actual care package has commenced.
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Financial and Staffing Information

2016/17	
Total budget for the service(s) £'000:	-7,038
Total post numbers in the services(s) (FTE):	0

	2017/18	2018/19
	£'000	£'000
Budget implications:	£250	0
	FTE	FTE
Proposed staffing reduction	0	0

Budget implications

Savings of £0.25m generated from collecting income earlier in the process.

How would this affect users of this service?

A full Equality Analysis (EA) has been carried out to assess the impact on service users with protected characteristics. The EA and the final cabinet report were also informed by the findings of a 30 day public consultation and the production and agreement of a cabinet report earlier this year.

The findings of the consultation and the EIA show that the impact is not significant as proposed charges should have been collected anyway, or if someone is not eligible to make a financial contribution, the charge will be re-paid to them. Feedback from the consultation process was mainly positive, with users expressing the view that a 'light touch' assessment process is positive and less intrusive, and expressing the

view that the Council collecting charges due to them is fair as long as there is a clear and consistent process for doing so.

Key milestones

Light touch assessments were implemented at the end of August 2016.

Key consultations

A 30 day public consultation was undertaken during June 2016.

Key risks and mitigations

Risk of actually collecting this income remains a problem in terms of debt recovery. Mitigation is to work closely with debt team to flag debt early.

Equality impact screening

The Equality Analysis was carried out as part of the decision-making process and is available at: <http://democracy.brent.gov.uk/documents/s42560/charging-for-asc-app-eia.pdf>. The relevant equality considerations were reflected in the final decision.

EIA required?:	Yes
EIA to be completed by:	Adult Social Care
Deadline:	Completed
Lead officer for this proposal:	Helen Woodland

Budget Options Information

Reference:	1718BUD3
Service(s):	Adult Social Care
Lead Member(s):	Cllr Hirani

Policy Proposals:	Direct Services – John Billam and New Millennium to become more inclusive services which bring in the community and additional income to make effective and efficient use of key assets.
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Financial and Staffing Information

2016/17	
Total budget for the service(s) £'000:	4,059
Total post numbers in the services(s) (FTE):	112

	2017/18	2018/19
	£'000	£'000
Budget implications:	300	
	FTE	FTE
Proposed staffing reduction	0	0

Budget implications

£0.3m achieved through more effective management of day centres, increasing income through additional use and reducing costs.

How would this affect users of this service?

Service users and families would still continue to receive a high quality service, but it would be part of a wider and more inclusive use of the building.

Key milestones

Jan 17 – Building on previous work at New Millennium agree implementation plan
 April 17 – Consultation with service users, families, unions and staff
 Sept 17 – Implement changes to the service
 April 17 – Building on the lessons learnt at New Millennium, start co-production at John Billam to identify opportunities
 July 17 – Agree implementation plan
 October 18 – implement new model of service

Key consultations

Extensive consultation required with users and carers in both day centres would be required as well as with Unions, staff and with potential providers

Key risks and mitigations

- Risk that users and carers will oppose the changes to the service – mitigated through extensive and ongoing communication and engagement
- If the first risk becomes an issue, significant risk of adverse publicity and public protest – mitigated through extensive and ongoing communication and engagement
- Risk that the council cannot generate the additional income and efficiencies – mitigated through financial modelling and change management
- Risk that we will need to consider outsourcing as the way to drive the change.

Equality impact screening

Is there potential for the proposed policy to have a disproportionate adverse impact on any of the following groups:	
	Yes/No
Disabled people	Yes
Particular ethnic groups	No
Men or Women (include impacts due to pregnancy/maternity)	No
People of particular sexual orientation/s	No
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No
People in particular age groups	Yes
Groups with particular faiths/beliefs	No
Marriage / civil partnership	No

EIA required?:	Yes
EIA to be completed by:	Helen Woodland
Deadline:	February 2017

Lead officer for this proposal:	Helen Woodland
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Budget Options Information

Reference:	1718BUD4
Service(s):	Adult Social Care
Lead Member(s):	Cllr Hirani

Policy Proposals:	Extending NAIL provision for people in Nursing Care
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Financial and Staffing Information

2016/17	
Total budget for the service(s) £'000:	7,813
Total post numbers in the services(s) (FTE):	0

	2017/18	2018/19
	£'000	£'000
Budget implications:	100	200
	FTE	FTE
Proposed staffing reduction	0	0

Budget implications

Proposal to move lowest need (c.20%) of clients currently in nursing care to Supported Living which would deliver a £0.3m saving. This is based on an analysis of nursing home placements, which suggest there are a number of low needs placements.

How would this affect users of this service?

Clients would need to agree to the move and some may find moving traumatic. Families and carers may also be averse to disrupting stable placements. Some users may prefer a less institutional environment and regain independence and skills lost through being in nursing care.

Key milestones

April 17 - Identification of lowest need nursing care clients
 April-June 17 – identification of potential alternative Supported Living placements
 April –June 17 – Reassessment of clients' needs
 June – Ongoing – Discussion of reassessments with service users and families
 July – ongoing – planned moves of identified clients who agree to move

Key consultations

Consultation with individual service users and families will be a key part of this process, but no formal consultation is required.

Key risks and mitigations

Risk of adding to the already challenging target of identifying further New Accommodation for Independent Living (NAIL) units and ensuring the Clinical Commissioning Group (CCG) support this in terms of Nursing care contributions. This will be mitigated through early identification of resource requirements to identify placements and facilitate moves (although this will have a cost implication). Risks around health input will be mitigated by early and ongoing communication with health colleagues.

Risk that moves are subject to user and family co-operation and choice. Risk will be mitigated through communication with families, carers and users.

Equality impact screening

A full Equality Analysis was carried out in November 2014 to assess the potential / likely impact on service users with protected characteristics and is available at: <https://www.brent.gov.uk/media/16406380/new-accommodation-for-independent-living-ea.pdf> . It was subsequently updated to inform the final decision.

Is there potential for the proposed policy to have a disproportionate adverse impact on any of the following groups:	
	Yes
Disabled people	Yes
Particular ethnic groups	Yes
Men or Women (include impacts due to pregnancy/maternity)	No
People of particular sexual orientation/s	No
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No
People in particular age groups	Yes
Groups with particular faiths/beliefs	Yes
Marriage / civil partnership	No

EIA required?:	Yes
EIA to be completed by:	Amy Jones
Deadline:	Completed

Lead officer for this proposal:	Amy Jones
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Budget Options Information

Reference:	1718BUD5
Service(s):	Adult Social Care
Lead Member(s):	Cllr Hirani

Policy Proposals:	Mental Health Service – Further development of the recovery pathway, focusing on supported living and supporting the move to general needs housing and independence.
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Financial and Staffing Information

2016/17	
Total budget for the service(s) £'000:	1,329
Total post numbers in the services(s) (FTE):	0

	2017/18	2018/19
	£'000	£'000
Budget implications:	500	0
	FTE	FTE
Proposed staffing reduction	0	0

Budget implications

£0.5m achieved through:

- enabling a more effective recovery pathway – better access to housing and employment will accelerate step down to general needs housing,
- Supported by ongoing negotiations with providers to manage costs and focus on the right support.

How would this affect users of this service?

This would support the delivery of the current objectives of the service, supporting people to move towards independence, and further efficiencies would be achieved through negotiations, which would not mean a change in service.

Key milestones

Ongoing process:

- Improving access to general needs housing
- Negotiation and provider development.

Key consultations

None required, but changes to accommodation will be part of the care plan, and the support provided and managed by Central and North West London.

Key risks and mitigations

The significant housing pressures mean it is difficult to free up enough of the right kind of housing at the right price.

Risk of being unable to achieve price reductions through negotiations. Risk mitigated through clear negotiation plan and strategy.

Equality impact screening

Is there potential for the proposed policy to have a disproportionate adverse impact on any of the following groups:	
	Yes
Disabled people	Yes
Particular ethnic groups	No
Men or Women (include impacts due to pregnancy/maternity)	No
People of particular sexual orientation/s	No
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No
People in particular age groups	Yes
Groups with particular faiths/beliefs	No
Marriage / civil partnership	No

EIA required?:	Yes
EIA to be completed by:	Adult Social Care
Deadline:	February 2017

Lead officer for this proposal:	Helen Duncan-Turnbull
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Budget Options Information

Reference:	1718BUD6
Service(s):	Environmental Improvement
Lead Member(s):	Cllr Southwood
Policy Proposals:	£0.25m from the collection of bulky waste items (This is a discretionary service)

Financial and Staffing Information

2016/17	
Total budget for the service(s) £'000:	29,000
Total post numbers in the services(s) (FTE):	35

	2017/18	2018/19
	£'000	£'000
Budget implications:	250	0
	FTE	FTE
Proposed staffing reduction	0	0

Budget implications

The proposal is about introducing a differentiated charging scheme for the removal of bulky items, retaining some level of free service, so that:

- We operate the charging mitigations based on the Garden Waste charging model
- Operating costs are recovered
- A popular service can be sustained
- Waste disposal volumes are better controlled
- Demand is better regulated
- Waiting times are reduced; and
- Monies received can be re-invested in the service
- a commercial offer is made available to landlords for the responsible removal of bulky household items, mitigating problems frequently associated with the dumping of items from rented properties.
- A 'linked' service for the collection of items specifically for re-use is made possible.

The service is currently free of charge to residents, offering 3 collections of up to 5 items per year.

Modelling shows that various service options may be possible, depending on the level of charge made and the anticipated waiting time.

How would this affect users of this service?

Customers may notice altered operational arrangements and revised service terms and conditions. In some instances, service users would need to pay for the removal of bulky items or make alternative arrangements for disposal.

For the first time, a commercial service would be provided to landlords. This is intended to help resolve long-standing problems associated with the dumping of large household items from rented properties.

Key milestones

- Modelling of options – 2017
- Decision on preferred option – 2017
- Implementation of revised charges- 2017

Key consultations

No formal consultation is envisaged.

Key risks and mitigations

The proposal is about introducing a differentiated charging scheme for the removal of bulky items, with some level of free service being retained. Monies would be re-invested to sustain the service and improve the customer offer. A reshaped service would also better address the problem of illegal rubbish dumping across the borough.

- The proposal is about introducing a differentiated charging scheme for the removal of bulky items, with some level of free service being retained. Monies would be re-invested to sustain the service and to improve the customer offer. A reshaped service and a commercial offer to landlords would also better address the problem of illegal rubbish dumping across the borough, particularly with respect to waste from rented properties.
- Any charge will also help facilitate new 'linked' and separate arrangements for the collection of items specifically for recovery and re-use.
- It is envisaged any charge would help regulate demand for the service thus reducing the amount of waste presented overall. Environmentally, such an arrangement supports the universal principle of 'producer pays'.
- Whilst any charge may be unpopular initially, this service is a discretionary service for which the council is entitled to make a charge.
- Levels of dumped waste will be closely monitored and enforcement and communications will be targeted to resolve any 'hot spot' areas. Any surplus income generated could be re-invested if necessary to support this work and to enhance clear up operations.

- Charging for the collection of bulky household items is common practice. The council will consult other similar authorities to ensure proper communications and effective implementation. The council will reference best practice to ensure the benefits to the environment and for the customer are optimised.

Equality impact screening

Is there potential for the proposed policy to have a disproportionate adverse impact on any of the following groups:	
	Yes/No
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

A change has been made to the screening document upon review, in identifying that whilst there may be an impact upon certain groups mentioned above, it is not believed that the impact will be disproportionate for the following reasons:

- We believe the mitigating factor which will cause an impact but not disproportionately, is the consideration in the proposal to examine the retention of a free element to the service. These will be dependent on the final model.
- The decision to charge was previously publically consulted upon in 2014/15 and no issue was raised regarding sensitivity of introducing a charge for the service.

EIA required?:	No
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	C Whyte
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Budget Options Information

Reference:	1718BUD7
Service(s):	Regeneration
Lead Member(s):	Cllr Butt
Policy Proposals:	Special Projects budget will be reviewed and efficiencies of £0.1m found.

Financial and Staffing Information

2016/17	
Total budget for the service(s) £'000:	300
Total post numbers in the services(s) (FTE):	9

	2017/18	2018/19
	£'000	£'000
Budget implications: (Regeneration Only)	100	0
	FTE	FTE
Proposed staffing reduction	0	0

How would this affect users of this service?

There are no direct users of this service. The council will still need to resource new projects from time to time, but this will be done on a case by case basis rather than as part of an ongoing team.

Key milestones

Agree alternative funding if appropriate

Key consultations

Not Applicable

Key risks and mitigations

A case by case approval may introduce delays in project commissioning, to mitigate against this we will agree the projects to be commissioned at the start of the year and seek bulk approval at the start of the year.

Equality impact screening

Is there potential for the proposed policy to have a disproportionate adverse impact on any of the following groups:	
	No
Disabled people	
Particular ethnic groups	
Men or Women (include impacts due to pregnancy/maternity)	
People of particular sexual orientation/s	
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
People in particular age groups	
Groups with particular faiths/beliefs	
Marriage / civil partnership	

EIA required?:	No
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Amar Dave
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Budget Options Information

Reference:	1718BUD8
Service(s):	Regeneration and Environment – Trading Standards
Lead Member(s):	Cllr Tom Miller

Policy Proposals:	Review of current staffing structure to reduce staffing costs in regulatory services
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Financial and Staffing Information

2016/17	
Total budget for the service(s) £'000:	2,341
Total post numbers in the services(s) (FTE):	9 FTE

	2017/18	2018/19
	£'000	£'000
Budget implications:	100	0
	FTE	FTE
Proposed staffing reduction	1	0

Budget implications

Within Regeneration a manager post will be deleted from Trading Standards – Note under the trading standards agreement with Harrow 50% of the saving from the post will need to be offered to Harrow.

How would this affect users of this service?

This proposal should not have a direct impact on users of the service.

Key milestones

This post is currently vacant.

Key consultations

Harrow Council
Staff

Key risks and mitigations

Harrow may not agree the proposed arrangement – offer up 50% savings to Harrow

Equality impact screening

Is there potential for the proposed policy to have a disproportionate adverse impact on any of the following groups:	
	Yes/No
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

EIA required?:	No
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Aktar Choudhury
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Budget Options Information

Reference:	1718BUD9
Service(s):	Parking and Lighting
Lead Member(s):	Cllr Southwood

Policy Proposals:	<p>Additional income may arise from a planned review by the Parking and Lighting Service within Regeneration and Environment of the use of parking charges to cover cost and mitigate parking pressure. It is estimated that the review may lead to increased income of £1.0m.</p> <p>Any additional income above that needed to cover costs would not be available to meet other budget pressures and can only be re-invested in line with the provisions set out in the Traffic Management and Road Traffic Regulation Acts.</p>
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Financial and Staffing Information

2016/17	
Total budget for the service(s) £'000:	Income £19.9m
Total post numbers in the services(s) (FTE):	23

	2017/18	2018/19
	£'000	£'000
Budget implications:	0	1,000
	FTE	FTE
Proposed staffing reduction	0	0

Budget implications

The Regeneration and Environment Department is planning an exercise to establish any unresolved and escalating parking pressures that can be mitigated by an increase in the cost of resident parking permits and other parking charge increases. The review will seek to address parking pressures in the context of an increase in the borough's population. Increases in resident and business permit costs above inflation may be justified if it is established that the costs of managing and enforcing parking restrictions are not currently being fully covered. Regeneration and increased development may result in additional cars and increased parking pressures. This creates the need to match parking charges to current and future demand, with the revenue cost of the service and investment in it. This exercise will consider residential parking permits and some car parking tariffs including a review of Pay and Display charges, but will not include a review of visitor parking charges.

How would this affect users of this service?

- Those paying for parking, including resident and business permit holders, would be subject to higher charges.
- Differential charging could see different areas of the borough subject to different pay and display tariffs.
- Visitor parking charges will not be considered.

Key milestones

- Preparation of new parking tariffs – 2017
- Consultation on new parking tariffs - 2017
- Decision to increase parking charges – 2017
- Implementation of revised parking charges - 2018

Key consultations

Consultation on increased parking charges – 2017

Key risks and mitigations

Any increase in parking tariffs may be unpopular initially.

Increases in resident and business permit costs above inflation may be justified if the council can demonstrate that the costs of managing and enforcing parking restrictions are not currently being fully covered.

Increased pay and display charges would mitigate parking congestion and create more sustained environmental benefits.

Evidence from the 2011 Census and resident permit sales does not currently suggest there is significant growth in vehicle ownership in CPZ areas.

The legislative framework does not allow authorities to increase permit prices for the purpose of raising revenue – they are a charge made to vehicle owners for the service of managing and enforcing CPZs. For any increase in permit charges to be valid, the council must therefore set out clear evidence that the costs of managing and enforcing CPZs are not currently being fully covered. The proposal is that any revenue received would pay for the service. Any additional income above that needed to cover costs would not be available to meet other budget pressures and can only be re-invested in line with the provisions set out in the Traffic Management and Road Traffic Regulation Acts.

Any proposal to increase pay & display charges or to introduce differential charges must similarly show evidence of congestion in parking bays. Officers must therefore undertake an exercise to establish whether a new demand has emerged since the last review 12 months ago, which Cabinet endorsed in March 2016. Again, the legal framework does not permit authorities to increase on-street parking charges simply for the purpose of raising revenue.

Local authorities do not have powers to seek to deter car ownership by increasing resident and business permit prices.

Equality impact screening

Is there potential for the proposed policy to have a disproportionate adverse impact on any of the following groups:	
	Yes/No
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	No
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	C Whyte
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Budget Options Information

Reference:	1718BUD10
Service(s):	Environmental Improvement
Lead Member(s):	Cllr Southwood

Policy Proposals:	£900k from efficiencies in the Public Realm contract operation
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Financial and Staffing Information

2016/17	
Total budget for the service(s) £'000:	29,000
Total post numbers in the services(s) (FTE):	35

	2017/18	2018/19
	£'000	£'000
Budget implications:	450	450
	FTE	FTE
Proposed staffing reduction	0	0

Budget implications

This proposal generates £900k from operational efficiencies within the Public Realm Contract. These will rationalise operational arrangements so they better manage and properly resolve hot spots and other persistent problems.

How would this affect users of this service?

Service users may see revised working practices and operational schedules.

Key milestones

Service review – 2016
Negotiation with Veolia 2016
Implementation of service changes – 2017-2018

Key consultations

No formal consultation envisaged

Key risks and mitigations

Any change in operations may be noticeable to residents used to familiar and established working practices. However, these changes are specifically intended to improve environmental standards overall. They will ensure the most persistent and most noticeable problem areas are eliminated once and for all.

Equality impact screening

Is there potential for the proposed policy to have a disproportionate adverse impact on any of the following groups:	
	Yes/No
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	No
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	C Whyte
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Budget Options Information

Reference:	1718BUD11
Service(s):	Parking & Lighting
Lead Member(s):	Cllr Southwood

Policy Proposals:	Maximise the potential of the soon-to-be operational Central Management System to maximise street lighting energy efficiencies.
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Financial and Staffing Information

2016/17	
Total budget for the service(s) £'000:	3,200
Total post numbers in the services(s) (FTE):	3

	2017/18	2018/19
	£'000	£'000
Budget implications:	0	100
	FTE	FTE
Proposed staffing reduction	0	0

Budget implications

The Central Management System for street lighting (CMS) provides the opportunity to review street lighting levels at a micro-level. Although deployment of the System will already be contributing to the agreed £0.75m p.a. saving expected from street lighting, it is considered that an additional £0.1m p.a. could be saved through a rigorous review of lighting levels at a highly localised level across the borough.

How would this affect users of this service?

Some users may notice marginally lower lighting levels than expected at certain locations. However any impact would not be sufficient to affect lighting levels required for road safety, or to meet expectations of community safety.

Key milestones

Procurement of CMS – 2016-17
 CMS fully operational – 2017
 Complete review and implement detailed Lighting Plan - 2018

Key consultations

N/A. Resident and visitor feedback on lighting levels could be acted on quickly.

Key risks and mitigations

Some users may notice marginally lower lighting levels than expected at certain locations. Should the lighting level not be acceptable at a specific location the CMS does allow corrective adjustments to be made rapidly.

Equality impact screening

Street lighting contributes to road safety and reducing the fear of crime, and lighting levels need to be set with these objectives in mind. Young adults are more likely to be active outside the home between the hours of midnight and 6 am; and adults working or travelling to work during these hours might also be impacted. Girls and women are perceived to be more likely to have concerns about potential crime during the hours of darkness. The proposal to introduce a Lighting Strategy would however provide the potential to mitigate any disadvantage to specific groups. Should the Council decide to introduce a Lighting Strategy with an element of noticeable light dimming, a full Equality Impact Assessment will be undertaken as part of the design of the Lighting Strategy and action plan in due course.

Is there potential for the proposed policy to have a disproportionate adverse impact on any of the following groups:	
	Yes
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	Yes
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	Yes
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

EIA required?:	Yes
EIA to be completed by:	Parking & Lighting Service
Deadline:	December 2017

Lead officer for this proposal:	C. Whyte, Operational Director, Environment
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Ref No	Unit /Service	Description:	Item	2017/18 (£'000)	2018/19 (£'000)
1718BUD1	Public Health	Sexual health transformation	Through participation in the London Sexual Health Transformation Programme including the London wide procurement of a 'front door' to sexual health services and a joint procurement with Ealing and Harrow of an integrated local sexual health service savings are anticipated through a diversion of activity to lower cost settings	250	350
1718BUD2	Adult Social Care	Client Contributions	The introduction of a provisional charge for Community Care and Accommodation based care will generate revenue earlier in the process and avoid people not contributing to service due to non-compliance with the financial assessment process. This provisional charge removes the inherent delay in assessing a client after the actual care package has commenced.	250	0
1718BUD3	Direct Services	Day Services	John Billam and New Millennium to become more inclusive services which bring in the community and additional income to make effective and efficient use of key assets.	300	0
1718BUD4	Residential & Nursing	Extending NAIL provision	An extension to the New Accommodation for Independent Living programme. Proposal to move the lowest needs Nursing care clients to appropriate Supported Living schemes.	100	200
1718BUD5	Mental Health	Mental Health recovery pathway	Savings would be realised through negotiation with providers on the highest cost Supported Living placements. It is estimated that this would release £0.5m	500	0
1718BUD6	Environmental Improvement	Bulky Waste Collection	Charging for bulky waste services, as most other councils do, in order to generate a circa £250k annual operating surplus. The service is currently free of charge to residents, offering 3 collections of up to 5 items per year.	250	0
1718BUD7	Regeneration	Special Projects	Special Projects budget will be reviewed and efficiencies of £0.1m found. All future projects would need to secure funding via alternative routes based on specific project requirements.	100	0
1718BUD8	Regeneration and Environment	Service efficiency	Review of current staffing structure to deliver efficiency savings in the regulatory services structure	100	0
1718BUD9	Parking	Parking Charges	To conduct a review of the charging structure for residents' permits and pay and display parking. The additional income is based on a presumption that the additional income generated would be approximately equal to four years' inflation	0	1000
1718BUD10	Environmental Improvement	Public Realm contract	The Public Realm Contract with Veolia includes a schedule of potential savings that can be exercised at any time during the course of the contract.	450	450
1718BUD11	Parking & Lighting	Street Lighting	It is considered that an additional £100k p.a. could be saved through a rigorous review of lighting levels at a highly localised level across the borough, utilising new technology purchased for this purpose.	0	100
				2300	2100

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Unit /Service	Description:	Item	2017/18 (£'000)	2018/19 (£'000)
Central	MRP revenue impact	The MRP charge in 2017/18 can be reduced by £3m from that currently built into the budget plans. This amount then declines gradually year-on-year, as the change in MRP policy itself does not change the total amount of council borrowing. In other words, the impact of the policy is to change the timing of debt repayments, not the total amount, and over the very long term (more than 50 years) the total impact is therefore necessarily nil.	3000	-300
Community Services	Temporary Accommodation	The council also has an agreed investment strategy, the initial focus of which is to deliver the temporary accommodation reform plan. These plans were agreed by Cabinet in April and March 2016 respectively. Their purpose, as with all council plans, is ultimately to improve outcomes for residents. In this case, by reducing the demand for expensive temporary accommodation in the private sector the council can, through investing in its own provision, improve outcomes at the same time as reducing costs. Financial modelling shows that the dividend on the council's investment, after new borrowing costs are met, will be £0.7m each year.	500	200
Adult Social Care	Supported living clients	Agreed revisions to the current approach to Supported Living to challenge and renegotiate the current highest costing Supported Living places, using new procurement models are projected to save £0.5m.	200	300
Regeneration and Environment	Demand for services	Assumptions about how quickly changes in population growth would increase income by increasing demand for chargeable services, such as parking permits.	0	1000
			3700	1200

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SERVICE GROWTH / COST PRESSURES - 2017/18 - 2019/20

Service	Item	2017/18	2018/19	2019/20	Comments
		£m	£m	£m	
	Demographic Changes				
Regeneration & Environment	Brent Transport Services	0.1	0.1	0.1	Between 2015 and 2020, the council is expected to see significant increases in its population. The overall rate of increase is expected to be 5% over this period, with particularly sharp rises in the under 18s (6.6%), and over 85s (24%). The numbers in these two groups are significant determinants of the level of spending on children's social care and adult social care respectively. Some of this population growth has already taken place and has therefore been factored in to the council's existing budgets. For the avoidance of doubt, this is the additional cost of providing the same level of services caused by a rising population. It follows that recognising this in the budget is a technical assumption – albeit an important one – and does not imply any change in policy choices.
Regeneration & Environment	Refuse Collection	0.1	0.1	0.1	
Regeneration & Environment	Public Realm (excluding Refuse Collection)	0.2	0.2	0.2	
Children & Young People	Children's social care	0.4	0.4	0.4	
Adult Social Care	Learning Disabilities (18-65)	0.2	0.2	0.2	
Adult Social Care	Older People (65+) Non Home Care	0.3	0.3	0.3	
Adult Social Care	Older People (65+) Home Care	1.5	1.5	1.5	
Resources	Customer Services	0.1	0.1	0.1	
Resources	Legal services	0.1	0.1	0.1	
Central	Income	(1.0)	0.0	0.0	Just as the budget must recognise, at a technical level, the costs of a growing population so too it must recognise the additional revenue generated from the additional demand for those services which are charged for. This is estimated to be £1m based on the population data above.
	Total Demographic Changes	2.0	3.0	3.0	
	Service Specific Inflation				
Various	Payroll Inflation	1.1	1.1	1.1	The pay settlement for 2017/18 is known to be 1%, which adds £1.1m to the total staffing costs. As the 2018/19 settlement is not yet agreed the budget assumes, for financial planning purposes, that it will also be at 1%.
Central	Contract inflation	3.0	3.0	3.0	General contract inflation is assumed to average at 1.3%, which will cost £3.0m each year
Adult Social Care	Older People - Living wage for carers	0.4	0.4	0.4	The cost of paying providers for the uplift caused by the annual increases to bring the national living wage up to 60% of median earnings by 2020 will add £0.4m to the adult social care budget each year
Central	Other service specific inflation	0.8	0.8	0.8	General contract inflation is assumed to average at 1.3%, which will cost £0.8m for specific identified service issues
Resources	Business Rates	0.6	0.2	0.0	As a result of the business rates revaluation, the rates payable by the authority for the properties it occupies increase by £0.6m in 2017/18, with a further £0.2m in 2018/19.
Regerantion & Environment	West London Waste fixed charge levy growth	0.8	0.3	0.0	There are additional charges from the West London Waste Authority, expected to total £0.8m in 2017/18 and a further £0.3m in 2018/19 across the pay as you throw levy and the fixed cost levy. This increase is due to a combination of population and business growth, inflation, and 2017/18 being the first year of the operation of the Severnside Energy Recovery Centre. These costs are currently being reviewed as a part of the service review for the Public Realm
	Total Service Specific Inflation	6.7	5.8	5.3	
	Pension related costs, risk mitigation and insurances				
Central	Insurance fund	0.1	0.1	0.1	There are a set of costs associated with pensions, redundancy and other related payments. The main issue is the impact of the triennial actuarial review of the pension fund, which will affect pension costs from 2017/18 onwards. The relative position of the pension fund has recently strengthened, but this has been against the background of generally poor investment returns over the last three years, coupled with likely increases to mortality assumptions. The run off of the closed LPFA fund adds to this, partially offset by the ongoing gradual reduction in the number of payments for previously granted premature retirements. (Any new early retirements are met by capital contributions at the point of the decision). Finally, the ongoing strategy to meet new redundancy costs from identified reserves has reduced the pressure on the revenue budget and the need to make savings. As this was not intended to be permanently sustainable the base budget is adjusted upwards to match likely future liabilities. The total impact of these items is £1.0m, including insurance costs, the majority of which relates directly to the actuarial review.
Central	Central Items other cost pressures (excl Levies)	0.4	0.4	0.4	
Central	Pension fund	0.0	0.8	0.4	

Central	PFI credits	1.0	0.5	0.1	The council also receives grants for its three PFI schemes, commonly referred to as PFI credits. The long-term structure of these has been built into the council's budget plans, as it was known at the time that the deals were signed, in some cases as long as 20 years ago. With the end of the street lighting PFI contract within the budget planning period this leads to a reduction in this grant income line, offset by changes in the relevant service expenditure lines, but for transparency is shown here as a pressure of £1m in 2017/18, rising to £1.5m over the budget planning period.
	Total Pension related costs, risk mitigation and insurances	1.5	1.8	1.0	
	Freedom passes and levies				
Adult Social Care	Freedom pass growth	0.7	0.7	0.7	The council also needs to recognise unavoidable costs associated with London wide policies. The main issue here is freedom passes, the cost of which is paid for across London and redistributed according to data provided by the Oyster cards that record journeys. Given Brent's ageing demographic, and relatively good transport links, the inevitable consequence is that the costs of the scheme continue to rise locally, by an estimated £0.7m each year
Central	Levies	0.2	0.2	0.2	Brent is required to contribute towards London wide levies, such as to the Environment Agency and for Lea Valley Park, adding £0.2m per year to the cost base
	Total Freedom passes and levies	0.9	0.9	0.9	
	Contingency and social value				
Central	Savings risk mitigation fund	1.1	1.0	1.0	Any logically constructed budget also requires contingencies. The council aims to deliver all of its agreed savings proposals, and has a good record of consistently achieving over 90% of these. Good governance mechanisms are in place to continue this record of achievement, but it is nonetheless proposed to continue to make a 10% allowance for slippage, in line with recent policy. This allows for reinvestment in services when delivery exceeds this allowance and, more importantly, avoids the need for short-term action to cut services if delivery slips. This is an important contingency device, and setting a budget without it in today's challenging financial environment would be imprudent. The council also retains its £2.5m social value investment fund
Central	Social value investment fund	2.5	2.5	2.5	
	Total Contingency and social value	3.6	3.5	3.5	
	GRAND TOTAL OF SERVICE COST / GROWTH PRESSURES	14.7	15.0	13.7	

 <p>Brent</p>	<p>Resources & Public Realm Scrutiny Committee</p> <p>10 January 2017</p> <p>Report from the Director of Performance, Policy & Partnerships</p>
<p>For Information</p>	<p>Wards Affected: ALL</p>
<p>Budget Scrutiny Panel Report</p>	

1. Summary

- 1.1 The Budget Scrutiny Panel was led by Brent's Resources and Public Realm Scrutiny Committee Chair, Councillor Matt Kelcher. In October 2016 the panel convened to analyse the Council's 2017/18 – 2018/19 budget proposals.
- 1.2 The Panel have scrutinised the Cabinet's plans and offered suggestions and recommendations for improvements where appropriate.
- 1.3 This was a joint Panel comprising of members from both Scrutiny Committees with the chair of the Resources and Public Realm Committee chairing the group to reflect that Committee's responsibility for resources and budgetary issues. The confirmed members from Resources and Public Realm are: Councillors Kelcher, Patel and Tatler (Councillors Ezeajughi and Davidson acted as a substitutes on one occasion). The members from Community and Wellbeing are: Councillors Sheth, Colwill and Chohan (Councillor Kansangra acted as a substitute on one occasion).

2. Recommendations

That the Resources and Public Realm Scrutiny Committee review and agree the Budget Scrutiny Panel report.

3. Details

- 3.1 The Panel met twice formally and further corresponded by email and telephone when producing this report. The Panel interviewed the Council's Chief Executive and Chief Financial Officer in person. The Panel also met with Strategic Directors and Cabinet members where it sought to explore key lines of enquiries.
- 3.2 This report is the beginning, and not the end, of the budget scrutiny process. It is not designed to be a comprehensive account of all of the panel's concerns and queries

about the draft Council budget. Instead, it summarises some of the panel's broad thoughts about the direction and content of this budget.

- 3.3 This report is designed to provoke a discussion and further debate at future meetings of the Scrutiny Committee, where all Councillors will be able to question the Deputy Leader of the Council, and senior officers, about any aspect of the budget.

4. Financial Implications

- 4.1 Scrutiny is an important part of the budget development process. The report does not have direct financial consequences per se, since decisions on the budget will be taken by council. However, if any recommendation to adjust the budget by amending savings proposals was accepted then the financial consequences of this would have to be matched in finalising the budget.

5. Legal Implications

- 5.1 None arising from the panel's review of the budget proposal.

6. Diversity Implications

- 6.1 None

7. Staffing/Accommodation Implications (if appropriate)

- 7.1 None

8. Background Papers

- 8.1 The budget papers referred to in this report were submitted to the Brent Cabinet meeting for 24 October 2016 and can be found on the ModernGov or the Councils website, Link Below

[Agenda for Cabinet on Monday 24 October 2016, 7.00 pm](#)

Contact Officers

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Report of the Budget Scrutiny Panel

Part One: Introduction

Methodology







Brent has two scrutiny committees:

- Community and Wellbeing which focuses on issues such as health and housing, and;
- Resources and Public Realm which focuses on issues such as customer service and crime.

An issue as broad and cross cutting as the budget obviously affects all area of the Council's work and cannot be scrutinised by a single committee. It was therefore decided to establish a time-limited Budget Scrutiny Panel comprised of three members representing each permanent Committee.

These were:

- Representing Community and Wellbeing: Councillor Ketan Sheth, Councillor Colwill, Councillor Chohan (Councillor Kansangra and Councillor Davidson both acted as a substitute on one occasion)
- Representing Resources and Public Realm: Councillor Kelcher, Councillor M Patel, Councillor Tatler (Councillor Ezeajughi acted as a substitute on one occasion)

	Councillor Kelcher		Councillor Ketan Sheth
	Councillor M Patel		Councillor Chohan
	Councillor Tatler		Councillor Colwill
	Councillor Ezeajughi		Councillor Kansangra
	Councillor Davidson		

This composition was politically balanced in line with the makeup of the Council, with one member representing the Conservative opposition group and five the ruling Labour group.

As the latter committee leads on subjects like Council resources, investment and regeneration, the Chair of this Committee, Councillor Kelcher, chaired the Budget Scrutiny Panel and is the author of this report.

The work of the Panel was particularly supported by scrutiny officers Kisi Smith-Charlemagne and Pascoe Sawyers and the Panel thanks them for their characteristic diligence and dedication throughout this process.

The Panel held four formal meetings in addition to informal conversations, telephone calls and emails.

The first of these meetings consisted of the panel scoping the areas they felt needed closer investigation and coming to a collective view on which of the proposed savings and cuts they felt might be inappropriate.

The second meeting focused on broad discussions around key themes identified in the budget and the Council's broader financial position. Several senior officers including the Chief Executive and Chief Financial Officer were present to share their expertise.

The third meeting was held to allow the Panel to question Cabinet members on specific areas of concern within their portfolios, particularly cuts they were responsible for bringing forward and implementing.

The fourth meeting brought together the Panel for a final time to agree on its recommendations and the content of the final report which will go forward to the next meeting of the Resource and Public Realm Scrutiny Committee to be responded to by the Deputy Leader of the Council.

First Thoughts

The Panel were very encouraged by much of the information presented in the budget and the clearly diligent process by which it was set.

Last year, the Budget Scrutiny Panel felt that the role of Scrutiny in setting the Council's budget was a bit of an afterthought with the publication of the Panel's report not even being noted on the budget timetable.

However, this year there certainly seems to have been an improvement with senior officers and cabinet members keen to participate in our (sometimes lengthy) discussions and the work of the Panel included on the Forward Plan and the Leader of the Council's report to his Group.

Similarly, it was clear that the extent of savings required this year – whilst still deeply alarming – are not as severe as in previous years and certainly not on the scale of some other London boroughs. This is testament to the medium and long term planning built into recent budgets, for example the breathing room of 10 per cent "slippage" built into anticipated savings.

It is our opinion that the budget proposed is balanced and that it should move forward for further scrutiny and consultation.

Part Two: Major Themes

Four-year settlement

The Panel endorses the decision by Cabinet to accept a four-year grant settlement from central government. To be clear, this statement does not mean we believe the settlement is adequate or appropriate, just that it is the best plausible option on the table for the Council to take.

By accepting a deal of this nature – rather than renegotiating a new grant every year as has previously been the norm – the Council can plan for the future with a relative degree of certainty. Certainty is thin on the ground in a world with Brexit dominating the news and should be welcomed wherever it is found.

Furthermore, the Panel felt it was unlikely that, if central government were to find itself with far more funds than anticipated within the next four years, these would be passed down to local government. The pattern of previous years has been for governments of all stripes to prioritise funding to the NHS or schools and certainly not to Councils.

Council Tax

The Panel believes that the Council should continue to consult on plans to increase the Council Tax over the next couple of years.

Until Business Rates become more fully devolved to local government and Brent's Civic Enterprise policies fully mature, Council Tax will remain our primary lever by which to generate significant new income. When any organisation, particularly a Council which provides services to the most vulnerable in society, faces overwhelming cuts to its budget it is duty bound to look at such levers.

The maximum a Council may increase its Council Tax by without recourse to a referendum is 4.99 per cent (a 1.99 per cent general increase plus 3 per cent set aside for social care).

Councils were previously allowed to raise council tax by up to 2 per cent per year under the social care precept. However, from next year local authorities will be allowed to use the social care precept to raise council tax bills by 3 per cent in 2017-18 and a further 3 per cent 2018-19. The net increase of the social care precept would need to remain at 6 per cent over the next three financial years, meaning if councils chose to levy 3 per cent in both 2017-18 and in 2018-19, they would not be able to raise a precept in 2019-20.

As these are very recent central government changes, Brent Cabinet have not yet formed a view on how this change will impact on Brent's council tax rates.

Increasing Brent's Council Tax by 4.99 per cent in the next couple of years could have a significant impact on the Council's ability to continue to deliver these services as clearly demonstrated in the table 1 below.

Table 1

	2016/17	2017/18	2018/19	2019/20
In year Savings required	0.0	10.5	6.6	16.8
Additional council tax @ 4.99% for two years, then 1.99% for one	0.0	(5.1)	(5.9)	(3.1)
Savings required with @ 4.99% for two years, then 1.99% for one	0.0	5.4	0.7	13.7

Of course, the Budget Scrutiny Panel was also acutely aware that it would be the ordinary residents of Brent who would have to pick up this tab.

The median income for residents of Brent is £33,482, significantly lower than both the outer London (£37,366) and inner London (£41,428) medians. We therefore have a special responsibility to ensure that the level of our Council Tax is not punitive.

Fortunately, it seems that Brent has so far met this obligation as our Council Tax is at the lower end of the spectrum in comparison to other London boroughs (Table 2).


We recommend that over the long-term Brent keeps a close watch on its position in this table to ensure that our Council Tax level does not rise out of kilter with the rest of London.

However, in the short term we believe that a Council tax rise would be affordable for most of our local residents, particularly with Council Tax Support which ensures those on eligible benefits only pay 20 per cent of the tax.

To put into context:

- A typical Band D property will currently be charged £1101.24 a year in 2016/17 (this is the Brent charge and excludes the GLA precept)
- A rise of 4.99 per cent would add £55.07 to this bill
- This would cost the tax pay a little over a pound per week

Table 2: London Councils Council tax Band D Monitoring

	2015-16 Council Tax for the authority	2015-16 Council Tax for area of billing authority (incl GLA precept)	2016-17 Council Tax for the authority	2016-17 Council Tax for area of billing authority (incl GLA precept)
	(Band D)	(Band D)	(Band D)	(Band D)
	£	£	£	£
INNER LONDON				
City of London	857.31	943.44	857.31	931.2
Camden	1,042.10	1,337.10	1,083.66	1359.66
Greenwich	981.04	1,276.04	1,020.18	1296.18
Hackney	998.45	1,293.45	1,018.42	1294.42
Hammersmith & Fulham	727.81	1,022.81	727.81	1003.81
Islington	981.22	1,276.22	1,020.37	1296.37
Kensington & Chelsea	782.58	1,077.58	782.58	1058.58
Lambeth	943.7	1,238.70	981.35	1257.35
Lewisham	1,060.35	1,355.35	1,102.66	1378.66
Southwark	912.14	1,207.14	930.38	1206.38
Tower Hamlets	885.52	1,180.52	920.85	1196.85
Wandsworth	388.42	683.42	403.91	679.91
Westminster	377.74	672.74	392.81	668.81
OUTER LONDON				
Barking & Dagenham	1,036.67	1,331.67	1,078.03	1354.03
Barnet	1,102.07	1,397.07	1,121.07	1397.07
Bexley	1,150.53	1,445.53	1,196.43	1472.43
Brent	1,058.94	1,353.94	1,101.24	1377.24
Bromley	1,030.14	1,325.14	1,071.27	1347.27
Croydon	1,171.39	1,466.39	1,218.13	1494.13
Ealing	1,059.93	1,354.93	1,059.93	1335.93
Enfield	1,100.34	1,395.34	1,144.17	1420.17
Haringey	1,184.32	1,479.32	1,208.01	1484.01
Harrow	1,234.36	1,529.36	1,283.61	1559.61
Havering	1,219.00	1,514.00	1,267.64	1543.64
Hillingdon	1,112.93	1,407.93	1,112.93	1388.93
Hounslow	1,079.77	1,374.77	1,079.77	1355.77
Kingston-upon-Thames	1,379.65	1,674.65	1,407.24	1683.24
Merton	1,106.45	1,401.45	1,106.45	1382.45
Newham	945.63	1,240.63	964.54	1240.54
Redbridge	1,095.53	1,390.53	1,139.22	1415.22
Richmond-upon-Thames	1,287.39	1,582.39	1,306.39	1582.39
Sutton	1,163.60	1,458.60	1,210.03	1486.03
Waltham Forest	1,152.21	1,447.21	1,198.18	1474.18
Greater London Authority	295		276	
GLA - City of London	86.13		73.89	

Reserves

The Council currently has unallocated reserves of around £12m. The Panel are comfortable with this level and do not propose taking money out of reserves to make up for losses in the Council's grant.

The Council still faces many financial risks, from global factors in an uncertain political world, to local issues such as the increasing demand generated by the ageing population of Brent and the potential increase in demand for social care.

Should all of these risks to come to fruition the Council would only have reserves to cover the attendant costs for a couple of years. This is of course unlikely but reserves exist to cover the unlikely and we believe it would be imprudent to reduce them.

Front-line/back office distinction

For entirely understandable and even laudable reasons, the Council have so far prioritised savings in back office functions ahead of cuts to frontline staff. However, it was the strong impression of the Panel that we have now reached the point where no further cuts could be made in this area without directly impacting the front line.

We therefore would suggest that in future years any proposed reductions in spending should not be targeted to meet a strict ratio which guarantees more back office cuts. Instead we think all cuts should be evidenced-based with a clear understanding of what changes service users will experience being at the heart of any suggestions.

Parking

Within the budget the Cabinet are announcing a 'demand-led' review of Controlled Parking Zones (CPZs) in Brent. This essentially means that if local Councillors or residents raise an issue with a CPZ in their locality it can be reviewed.

This is welcome in itself, and we are in no doubt that the Council will be inundated with suggestions from local people. However, this also provides the potential to prioritise the views of those people who are most plugged into the system and have the skills, confidence and experience required to respond to a public consultation. The Overview and Scrutiny Committee has previously recommended that the Council undertake a large project – which locally elected Councillors should be ideally placed to assist with – of building up a database of every resident's association in the borough. This would be a valuable tool in seeking to ensure that people in every area of Brent are encouraged to participate in this consultation.

A complete reassessment of parking in every area of Brent could overcome this and allow areas without CPZs currently to be treated to the same scrutiny as those with them. Furthermore, the Panel supported the idea of mid-day windows in CPZs to protect local people from commuter parking near stations, but to allow them to welcome visitors, deliveries and trades people in the middle of the day.

We also feel that the review could have been even more ambitious with the aim of devising a new parking policy to last twenty years. This would provide even greater financial certainty in a key area of fees and charges for the Council as well as resolving a range of long-standing concerns raised by local residents.

Areas of overspend

The Panel identified the Community and Wellbeing, specifically Adult Social Care and Children and Young People's Departments as the areas where the risk of overspend is greatest as a proportion of the budget.

This is not least because, the demand for social care is unpredictable and in times of national austerity the Council can only do so much to limit this demand.

The Adult Social Care Department, the Council faces challenges of a changing demography with our residents living longer and developing more complex needs.. As a result, the last three years has seen this department deliver care to an increasing number of users and also find funds for more complex and expensive care packages.

The Panel broadly supported the mechanisms with which the Adult Social Care team are managing this increasing demand. These include promoting New Accommodation for Independent Living (NAIL) and introducing new equipment to minimise the need for two carers to provide care.

Despite finding new ways to meet demand, the pressure is still growing. There is a gap and we would urge the Council to continue to work innovatively to fill this gap

Within the Children and Young People's Department there seem to be two clear factors which cause this.

Firstly, the costs of children's placements has been increasing in Brent. This is particularly due to the high number of unaccompanied asylum-seeking children. The generally accepted target for the number of children's placement in a borough is 0.07 per cent of the population, which would account for 50 children in Brent. We currently have 150 CYP, 90 of whom are in placement, and 60 of whom are care leavers for which we have a continuing and ongoing responsibility.

Secondly, many social workers still prefer to work through agencies rather than being direct employees of a local authority. This brings a significant extra financial burden to Brent. It is good news that the percentage of social workers who come from an agency has decreased from 65 per cent to 35 per cent since 2014, but more progress needs to be made, particularly amongst senior social workers and Social Work Managers where 54 per cent remain on agency contracts.

All of this contributes to an overspend of £0.8m in the department which the Council has been able to meet in previous years due to an underspend in other areas.

There is some hope that changes in IR35 legislation will remove a tax loophole which currently allows agency workers who do not meet the HMRC's definition of self-employed to claim additional expenses. The additional monetary expenses encourages social workers not to take full time employment with a Council.

However, as a report written to be read in the real world, it would be remiss of us not to acknowledge that the recent record of the government successfully closing tax loopholes has been patchy at best, therefore we are cautious about Brent relying on this reform to address the issue.

Encouragingly, we heard that one of the Council's partners – empower, who work with many local authorities to reduce placement costs – have stated that from their experiences there are not any large or obvious inefficiencies in Brent's operations and that other boroughs have actively copied some of our efficiency drives.

The Panel does not think that underspends elsewhere can be relied upon continually, nor would we like to see cuts to the frontline in this most important of departments. We therefore hope the Council can continue with its efforts to drive down costs through efficient working and continually reducing the number of agency staff.

Need for a philosophical shift

Fundamentally, the Panel believes that there needs to be a shift in cultural thinking throughout the local government sector, in order to adapt to the revolution in funding which will soon be upon us. The government have committed to removing the block grant to

councils by 2020 and instead letting the local government sector keep all income generated from business rates instead. This will be the biggest change to local government finance in thirty years.

We are pleased to see that Brent is ahead of the curve when it comes to gearing up for this change. In 2016 the Resources and Public Realm Committee commissioned a cross-party task group to thoroughly investigate this new policy and come up with proposals on how the Council should adapt to these changes. Our research indicates that we are the only Council in London, and perhaps the country, to undertake such a move, and our report has already been presented to the wider London Scrutiny Network.

But, of course, there is still much more to be done. The report on budget assumptions which went to Cabinet in October 2016 refers many times to the anticipated growth in the Council Tax base which will come with additional house building in the borough. But come 2020 a square metre of domestic property would be worth less to the Council than a square metre of highly-rateable non-domestic property. This will represent a huge change which will require a deep shift in philosophy throughout the sector.

The Panel was impressed with the Council's Civic Enterprise strategy which seeks to lead such a cultural shift and questioned cabinet members and officers at length about the work we do to attract business to the borough.

We want to ensure that there is cross-departmental work to promote more mixed developments through the planning system so that all housing developments feature some areas for business use and vice versa. This will secure local jobs and diversify our local tax base.

To begin this process we ask that a report outlining all large-scale developments in the recent and upcoming years is brought to the appropriate Scrutiny Committee in three months' time. This should emphasise what proportion of the developments were given over to either category and allow members to take a view on whether the balance has been done correctly.

Furthermore, we believe that there should be a specific focus in any regeneration and development work on our local tube stations and transport hubs. These are the windows to our borough and convenient places to shop. The Council should be forceful when dealing with TFL and seek to maximise business space in tube stations and use every development of a tube station as a potential to attract a new business to Brent.

More broadly, we believe that there is the potential to go much, much further when it comes to growing our local private sector. The Panel were attracted to the idea of creating a single post, or small team, whose sole role would be to attract business to the borough. We believe that this could be funded through incentives with the additional rates brought into the borough used to pay costs and wages, it would therefore not represent a significant new financial burden.

We would also emphasise that significant private sector experience be essential for anyone applying for this position or team, and that the role not be specifically tied to any one department within the Council. Instead the business manager or business team should have free reign to float between departments identifying areas where the work of the Council may be making things unnecessarily (we would very much emphasise the word "unnecessarily") difficult for businesses and suggesting improvements.

Of course, they should not have the only or final say and the Council should never simply become a tool of business, but with such huge changes to the financing of local government soon to be upon us we feel that creating a new point of view within our structures could be essential in ensuring Brent takes a lead in adapting to life after the central government grant.

In other countries, such as Germany, membership of a Chambers of Commerce is compulsory for registered businesses ensuring that these Chambers are much more powerful and authoritative voices for businesses in their areas and that they have a semi-formal relationship with public bodies. The option suggested by the Panel for Brent could replicate some of the best features of this system.

Such reforms to the machinery of government – local or national – to support our own businesses are long overdue in this country. The head of the US Small Business Administration reports directly to the US President whereas none of the 15 direct reports to the permanent secretary in BIS is responsible for small British businesses. No wonder 45 per cent of US Federal procurement spend goes to home grown American small businesses - a figure represents roughly eight times the lending rate of the UK Enterprise Finance Guarantee scheme after taking into account the relative sizes of the two economies.

Brent should not be afraid to think big, and realise the huge role it can play in creating a virtuous cycle where local businesses are supported to grow and then contribute back into the community and council coffers.

One in every seven pounds in the UK is spent by the state, making procurement one of the key levers that any public sector body has to boost business, employment and the economy.

Currently many businesses feel frustrated and locked out of the public sector procurement process. All public sector bodies set their own pre-qualification test for procurement contracts, so in any given area the Council might ask for copies of accounts dating back five years and a biography of the CEO, the Fire Service might ask for six years of accounts and a biography of every director, the CCG for something different altogether.

Brent Council is ideally placed to act as a central coordinator bringing together all public sector bodies who procure services in Brent and get them to synchronise their pre-qualification policies. This would give a strong message that Brent is open for business and encourage businesses to base themselves here so that they can access many different procurement opportunities, and in the long term pay more business rates back into Brent.

We would emphasise that within in this there would also be a golden opportunity to ensure further Living Wage payment within local supply chains if such a commitment became a more regular requirement to secure local procurement opportunities.

To truly adapt to the changing world of local government finance we must not only think openly but big and learn from the best practice around the world.

Part Three: Detailed Policy Options

The Budget Scrutiny Panel considered all of the detailed cuts and savings brought forward by the Cabinet. Before reaching a collective conclusion on any single proposal we sought further information, initially by email and then in meetings with the relevant officers and cabinet members.

On a broad note, we found that the way the proposals were laid out in the Cabinet papers meant a lot of detail was lacking. When we questioned officers and cabinet members it was clear that a lot of thought had gone into the proposals. However, the very short format of the document of proposals led to a lot of initial misunderstandings and the need to ask further questions. As these are public documents we feel that local residents wanting to know about changes to council spending might also be confused by them and the lack of detail which might lead to confusion about what is being cut. We recommend the format is rejigged to give more latitude to officers writing them in future years.

1718BUD1 – Adult Social Care

We support the principle of providing more information about sexual health services online as an end in itself, and we hope this will also have the desired effect of reducing the number of people who feel compelled to present themselves at clinics to find the information they need.

However, we would ask that more mitigation work is done to ensure that those who do not have easy access to the internet are still able to get the information they need. For example, those who regularly use public libraries to surf the web might not feel comfortable about accessing this information in a public arena, and it might even get blocked by some particularly zealous servers.

1718BUD2 – Adult Social Care

Following further questioning of officers, the Panel were broadly comfortable with the idea of bringing forward charges which would be incurred in any case.

1718BUD3 – Adult Social Care

The Panel agreed with the concept of using Brent Council assets, including buildings more widely. This is a more efficient and effective way of working.

1718BUD4 – Adult Social Care

Moving people towards supported living is a laudable goal as many people prefer to live in an independent setting. This should be an aim of the Council in any circumstances and so we believe it is regretful that it may be seen by some as a purely financial reform by being presented in this budget.

However, we would like every effort to be made to identify those users who may be fearful of change at the earliest possible stage to ensure work is done to reassure them and help them to adapt.

1718BUD5 – Adult Social Care

As noted above, we believe that moving people with care needs to more permanent and independent settings is generally a laudable aim. This was one policy where we felt it might be a stretch for the Council to achieve the level of saving anticipated due to the general housing pressures in the borough, but hope that the general precautions built into the budget will mean that this would not unbalance the overall budget in any case.

1718BUD6 – Environmental Improvement

The Panel had severe concerns about this proposal, primarily focused around the potential reputational damage to “Brand Brent” for what is a relatively small saving.

We understand that this proposal is designed to offer a “gold standard” option for people who wish to dispose of bulky waste items. In essence rather than wait the current standard period of time of around six weeks for a free collection they can pay to have the items removed sooner. However, as the policy is stated on the detailed options paper this is less than clear and could be interpreted as restricting the right of local people to have their bulky waste collected by the Council. This is a sensitive political area and we feel that when speaking about this subject the Council needs to be extra careful to get its messaging right so no misinformation gets into the public arena.

We are not confident that the Council has fully modelled the potential cost of an increased level of illegal rubbish dumping which may occur if people come to believe that they will have to pay new costs to have their bulky waste taken away. This could undermine the overall level of savings.

Overall, the Panel felt that similar savings may be achievable by better sign posting people to other agencies who collect waste for free, including the growing number of furniture and electrical charity shops, or charities which provide furniture and white goods to people on low incomes.

This will not be a simple task. Council staff will have to be trained to give absolutely accurate information to ensure that residents do not become frustrated or feel they are being misinformed.

An example would be a local person ringing the Council to ask them to take away a sofa. The resident would be informed that they can wait up to 6 weeks for the Council to take it away, or call their local British Heart Foundation store who could take it away more quickly and for free. The Council operative would have to be sure from the call that it was an item of furniture the charity shop would take, and have the correct number for the shop as well as knowing the areas it collects from etc.

Similarly, Council departments would need to work together even more closely to ensure that products offered for collection to the environmental teams are passed to the benefits teams when people are in need of second hand goods for their homes.

We believe that this investment in time and training would be worthwhile as it would not only reduce the number of collections the Council needs to carry out but also reduce the amount of waste going into landfill which incurs a Landfill Tax charge to the Council. It would also have the wider social benefit of promoting re-use and recycling as first options in even more circumstances.

1718BUD7 – Regeneration

Overall the Panel agreed that this saving was sensible and achievable. However, we noted that this was a strange area in that the budget item was shared by two lead members. This reflected some wider confusion about exactly who on the cabinet has final responsibility for regeneration projects. We would recommend that this is cleared up so that Councillors and members of the public are able to hold the correct politician accountable at all times.

1718BUD8 – Regeneration and Environment

The Panel noted that a major risk associated with this saving was that agreement with Harrow Council, with whom we share the service, is required first. In similar circumstances in future it would probably be prudent to get confirmation of support from the partner authority before factoring in the saving to the budget papers.

1718BUD9 – Parking and Lighting

Our comments on parking, to which this saving refers, have been given in full above.

1718BUD10 – Environmental Improvement

The Panel was encouraged by the fact that we have an outcome based contract with our suppliers which should help this saving to be delivered without a severe detriment to residents.

But, we were also clear that, with the impending change in council funding through business rate devolution, Brent should have an ambition to encourage business, large and small, to come to the borough. As such any future decisions - particularly around budgetary decisions about the public realm - and the look of the borough need to assess the impact and the ambition we have to attract business to Brent. The new business manager positions we have suggested could play a lead role in this work by giving feedback on the likely reaction of business to any suggested reforms in this department.

The Panel also proposed that the Council could make further savings in the road and curb repair contracts by instituting a bond on residents and businesses carrying out large scale

refurbishments or developments. This would ensure that if their use of skips and large vans damages the public highway the Council would have the necessary funds to make good.

1718BUD11 – Parking and Lighting

We were satisfied with this proposed saving.

Part Four: Key Recommendations

This report has presented the Budget Scrutiny Panel's views on a wide range of topic attending to the budget. The report should be read as a whole with suggestions and ideas to be pulled out of almost every section. However, the key recommendations for reform which we would like to highlight are as follows:

1. In future, any further proposals to reduce spending in Council budgets should be thoroughly evidence-based, with research into the likely impact on service users from any such change. The Council will need to be flexible and open-minded in looking at the most effective ways to deliver better services to Brent residents for the lowest possible cost.
2. The current demand-led review of Brent's CPZ should be expanded with the aim of delivering a settlement for the whole of Brent which will be sustainable over the next twenty years to give further financial certainty to the authority. As part of this, the idea of day time visitor windows should be particularly investigated.
3. A report outlining all large-scale developments in the recent and upcoming years should be brought to the appropriate Scrutiny Committee in three months' time. This would emphasise how mixed used each development was and allow scrutiny members to take a view on whether the balance is currently correct.
4. The Council should be forceful when dealing with TFL and seek to maximise business space in tube stations and use every development of a tube station as a potential to attract a new business to Brent.
5. A single "Business Attraction Manager" post, perhaps accompanied by a small team, should be set up in Brent. This would be a none-departmental role with the responsibility of attracting business to the borough and incentivised financially to achieve this without become a new financial burden to the Council.
6. Brent should seek to coordinate all local public sector bodies to develop a standard set of pre-qualification tests for procurement opportunities to make it easier for local firms to bid for work.
7. We believe that Cabinet should reconsider proceeding with proposal 1718BUD6 which would introduce charges a more rapid collection of bulky waste, due to the reputational risk to Brent. Specifically, officers should model whether better signposting to other local services, including those within the authority, could deliver similar savings.

BOARD (PROGRAMME)	2016/17 £'000s	2017/18 £'000s	2018/19 £'000s	2019/20 £'000s	Total £'000s
Corporate Landlord (GF)	962	1,555	0	0	2,517
Barham Park	0	50	0	0	50
Corporate Landlord	812	1,105	0	0	1,917
ICT	0	400	0	0	400
Libraries	150	0	0	0	150
Estates Regeneration Board (GF)	2,520	1,217	0	0	3,737
Barham Park	0	354	0	0	354
Landscaping	129	0	0	0	129
Parks	336	0	0	0	336
Sports	325	224	0	0	549
Town Regeneration	0	446	0	0	446
Affordable Housing	311	0	0	0	311
Estates Regen - small Schemes	0	167	0	0	167
Bridge Park Regeneration	1,418	26	0	0	1,444
Housing Investment Board (GF+HRA)	68,958	159,941	103,539	28,050	360,488
Housing Investment Board (GF)	37,852	92,260	77,179	20,248	227,539
Housing Zone	224	4,524	0	0	4,748
NAIL	6,673	31,722	42,279	11,248	91,922
PRS	10,000	30,000	10,000	0	50,000
Church End	980	11,100	9,900	9,000	30,980
Affordable Housing	19,975	14,914	15,000	0	49,889
Housing Investment Board (HRA)	31,106	67,681	26,360	7,802	132,949
Infill Development Programme	4,387	23,376	6,360	641	34,764
Major Repairs & Maintenance	26,719	32,765	20,000	7,161	86,645
Acquisition strategy	0	11,540	0	0	11,540
Schools Programme Board (GF)	14,387	30,628	19,638	29,087	93,740
Academies	-1,316	887	1,244	858	1,673
Asset Management & Devolved Capital	1,862	2,162	1,040	0	5,064
Educational Facilities	129	413	29	559	1,130
Expansion of School Places	13,712	27,165	17,325	27,670	85,872
South Kilburn Programme Board (GF)	9,851	11,188	17,711	0	38,750
South Kilburn	9,551	9,288	16,100	0	34,939
District Energy	0	500	1,611	0	2,111
Carlton & Granville	300	1,400	0	0	1,700
Transport & Highways Board (GF)	13,323	13,606	230	0	27,159
Public Realm	2,561	4,815	3730	3500	14,606
Street Lighting	0	7,820	0	0	7,820
TfL	5,258	900	0	0	6,158
Transport	148	71	0	0	219
Pavements, Roads & Streetscene	5,355	0	0	0	5,355
Approved Total Budgets	110,001	218,135	144,619	60,637	533,392
Pipeline					
Estimate of Items Approved in 2017/18	0	15,000	80,000	55,000	150,000
Estimated Capital Programme	110,000	233,135	224,619	115,637	683,392

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TREASURY MANAGEMENT STRATEGY STATEMENT

Introduction

1. The Chartered Institute of Public Finance and Accountancy's Code of Practice for Treasury Management in Public Services requires local authorities to determine their Treasury Management Strategy Statement (TMSS).
2. As per the requirements of the Prudential Code of Practice, 2011, the Authority has adopted the CIPFA Treasury Management Code and reaffirmed its adoption at its annual Budget meeting, most recently on 3 March 2014.
3. The purpose of this TMSS is, therefore, to set out the following:
 - i. Treasury Management Strategy for 2017/18
 - ii. Annual Investment Strategy for 2017/18

The approved Strategies will be implemented from the date of approval by the Council.

4. The Authority had borrowed £416m of long term debt and had £201m invested at 30 November, 2016 and, therefore, has potentially large exposures to financial risks including the loss of invested funds and the effect of changing interest rates. The successful identification, monitoring and control of risk is central to the Authority's Treasury Management Strategy.

Capital Financing Requirement

- 5 The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR). The CFR, together with usable reserves, are the core drivers of the Authority's Treasury Management activities.
- 6 At 30 November, 2016 the Authority's had £416m of long term debt and £201m of investments. These are set out in further detail below.

Existing Investment & Debt Portfolio Position

Table 1

	30/11/2016 Actual Portfolio £m	30/11/2016 Average Rate %	31/3/2016 Average rate %
External Borrowing:			
PWLB – Maturity	288	5.01	5.01
PWLB – EIP	32	2.56	2.56
LOBO Loans	96	4.93	4.82
Total Gross External Debt	416	4.80	4.76
Investments:			
Market Deposits	181	0.38	0.52
Money Market Funds	20	0.33	0.47
Total Investments	201	0.37	0.51
Net Debt	215		

- 7 The movement in actual external debt and usable reserves combine to identify the Authority's borrowing requirement and potential investment strategy in the current and future years. The Authority's current strategy is to maintain borrowing at the lowest level possible unless interest rate prospects present a clear case for taking long term borrowing ahead of immediate requirements. The Council's CFR is greater than its borrowing. However, the increased emphasis on imaginative capital investment to transform the financial position will require some amendments to the detail of this strategy, although the core principle of minimizing borrowing costs will remain.

Interest Rate Forecast

- 8 There is significant uncertainty in the marketplace regarding the mid to long-term interest rates but the Council's Treasury Management advisers, Arlingclose, forecast that official UK Bank Rate will remain at 0.25% for the immediate future. However, 30-year gilt yields and PWLB rates have risen by 0.6% in the last three months. Therefore, the market is already pricing in inflation into the longer term interest rates. However, due the uncertainty surrounding Brexit and the Presidential Election in the US, few market commentators see an early rise as likely. Officers will continue to monitor developments with the advice of Arlingclose but giving due regard to other published information.

Borrowing Strategy

- 9 The Council currently holds a significant cash balance at present and this seems likely to continue for the next two or three years at least. This occurs in a situation in which longer term rates are significantly in excess of short term rates. If borrowing is undertaken in this environment there will be a net cost of holding this money until it is used, sometimes called the “cost of carry”. As borrowing is often for longer dated periods (anything up to 60 years) the cost of carry needs to be considered against a backdrop of uncertainty and affordability constraints in the Authority’s wider financial position. Therefore the Council does not intend to borrow in advance of need to fund its activities.
- 10 The Authority will adopt a flexible approach to any future long-term borrowing in consultation with, Arlingclose Ltd. The following issues will be considered prior to undertaking any external borrowing:
- Affordability;
 - Maturity profile of existing debt;
 - Interest rate and refinancing risk;
 - Borrowing source.

Sources of Borrowing and Portfolio Implications

- 11 In conjunction with advice from Arlingclose, the Authority will keep under review the following borrowing sources:
- Internal balances
 - PWLB
 - Other local authorities
 - European Investment Bank
 - Leasing
 - Structured finance
 - Capital markets (stock issues, commercial paper and bills)
 - Commercial banks
 - UK Municipal Bond Agency

As the Council did not foresee an immediate need to borrow, and as it was aware of the risks of joint and several liability, it did not take any part in setting up the UK Municipal Bond Agency (UKMBA). However, the option of joining the UKMBA or issuing bonds in our own name, is under constant review. As it is anticipated that the Council will borrow in the near future to fund its ambitious capital programme, a more comprehensive review and decision from whom to borrow will take place at that juncture, after seeking appropriate, formally given advice.

- 12 The Council has no immediate need to borrow externally, due to our current cash balances, so it can avail itself of borrowing. Furthermore, the cost of carry means use of shorter dated borrowing and repayment by Equal Instalments of Principal (EIP) is more cost effective. This increases volatility in the debt portfolio in terms of interest rate risk but is counterbalanced by its lower interest rates and that borrowing costs are closer to investment returns. It also maintains an element of flexibility to respond to possible future changes in the requirement

to borrow. The Authority's exposure to shorter dated and variable rate borrowing is kept under regular review.

- 13 The Authority has £80.5m exposure to LOBO loans (Lender's Option Borrower's Option) of which £40.0m of these can be "called" within 2017/18. £15m of these were transformed into regular fixed rate loans in 2016/17.
- 14 LOBOs are so-called because lenders can exercise their rights at set times to amend the interest rate on the loan. At that point, the Borrower can accept the revised terms or reject them and repay the loan without penalty. LOBO loans present a potential refinancing risk to the Authority since the decision to call a LOBO is entirely at the lender's discretion which is compensated for by a lower interest rate being paid. This risk is mitigated by the fact that the Council's current cash holdings mean that any repayment could be accommodated by reducing deposits in a relatively short time and that it would financially advantageous to do so at current interest rates.
- 15 Any LOBOs called will be discussed with Arlingclose prior to acceptance of any revised terms. The default position will be the repayment of the LOBO without penalty i.e. the revised terms will not be accepted. It is considered a significant possibility that some LOBOs may be called over the next few years due to the need to comply with Basle III regulations for banks in 2019.

Debt Rescheduling

- 16 The Authority's debt portfolio can be restructured by prematurely repaying loans and refinancing them on similar or different terms to achieve a reduction in risk and/or savings in interest costs.
- 17 The lower interest rate environment and changes in the rules regarding the premature repayment of PWLB loans have adversely affected the scope to undertake worthwhile debt restructuring although occasional opportunities arise. The rationale for undertaking any debt rescheduling or repayment would be one or more of the following:
 - Reduce investment balances and credit exposure via debt repayment
 - Align long-term cash flow projections and debt levels
 - Savings in risk adjusted interest costs
 - Rebalancing the interest rate structure of the debt portfolio
 - Changing the maturity profile of the debt portfolio
- 18 The possible benefit of undertaking a restructuring needs to be carefully evaluated as it depends on how the repayment is resourced. Officers will monitor the portfolio together with Arlingclose and remain alert for opportunities where the potential savings justify the risks involved. Borrowing and rescheduling activity will be reported to the Cabinet and Council in the Annual Treasury Management Report and the mid year report.

Annual Investment Strategy

- 19 In accordance with investment guidance issued by the Department for Communities and Local Government (CLG), and best practice, this Authority's primary objective in relation to the investment of public funds remains the security of capital. The liquidity or accessibility of the Authority's investments is secondary, followed by the yield earned on investments. However, the likely rise in inflation presents a further risk to the Council in so far as current investment yields are likely to be below the rate of inflation. This means that the value of these investments is declining as time goes on. Though not clearly visible, this will progressively erode the purchasing power of Treasury investments.
- 20 The graph in Annex D shows a comparison between Brent's portfolio and that of Arlingclose's other clients. Brent's portfolio has a very low risk compared with many of the others, but also a lower yield than would be expected for that risk. Brent currently uses quite a narrow range of the instruments which are available, chosen because they are short term and with highly rated counterparties, principally the UK government, local authorities and major UK banks. Additional yield can be offered either in return for higher inherent risk or reduced liquidity (i.e. longer maturities or lower marketability). However, this risk can be mitigated in a number of ways:
- Diversification over a range of counterparties;
 - Seeking collateral or additional security for capital invested;
 - Focusing on capital strength or sound business models.
- 21 Corporate bonds, for example, can give significantly higher yields than our current deposits but give exposure to risks from economic, commercial and operational difficulties. Diversification would involve investing small amounts with a large number of companies or buying diversified Funds. Seeking additional security could involve exchanging our deposit for known high credit quality assets, or a claim on a pool of assets. Seeking capital strength would involve investing in companies with high levels of assets in relation to liabilities or a strong fixed asset base, or whose business is not subject to marked fluctuations in activity or profitability. Annex C compares some readily available options.
- 22 The Council has a borrowing portfolio of £416m and a Capital Financing Requirement of £584m. This £168m difference generates 0.37% of interest. If borrowed for 25 years on Equal Instalment of Principal terms, it would cost 2.55%. Together, this equals a total 2.92% return, representing a saving of £4.9m to the Council, but also an opportunity to invest.
- 23 Brent currently holds a historically high level of cash which has risen over the last three years. A significant part of this is related to unspent capital grants and Section 106 contributions, which are already reducing. However, there are other elements that will grow, such as CIL. The Capital programme has increased in scale and the relative ease of direct purchasing of assets (PRS and land) means that spend is more likely to meet ambitious targets than in prior years. Therefore overall, the Council will continue to have significant balances invested for at least the next couple of years.

- 24 Having an appropriate lending list of counterparties, remains critically important to protecting Brent's investments. A list of extremely secure counterparties would be very small, and the limits with each would be correspondingly high. This would expose the authority to a risk of an unlikely but potentially large loss. This arises because the arrangements for dealing with banks in difficulty now require a loss to be imposed on various categories of liabilities of the banks to allow the bank to recapitalize itself and continue in business (sometimes referred to as bail in).
- 25 Local authority deposits could be exposed to a loss of up to 40%, beyond which the government would be able to give support. As a consequence, the Council has taken steps to reduce exposure to banks, by shortening maturity limits, by investing principally in instruments which can be sold in the event of warning signs being noticed and by diversifying. The Authority and its advisors remain alert for signs of credit or market distress that might adversely affect the Authority. However, The Council wishes to maintain the option of using a wider range of instruments which are not subject to bail in, where appropriate, and this would include the instruments referred to in Annex C. All of these would need a thorough vetting by officers and the Council's Treasury advisors, Arlingclose.
- 26 Investments are categorised as Specified or Non-Specified within the investment guidance issued by the CLG. Specified investments are sterling denominated investments with a maximum maturity of one year. They are also of a high credit quality as determined by the Authority and are not investments that needed to be accounted for as capital expenditure. Non-specified investments are, effectively, everything else. Investments for more than a year remain non-specified until they mature.
- 27 The types of investments that will be used by the Authority and whether they are specified or non-specified are as follows:

Table 2: Specified and Non-Specified Investments

Investment	Specified	Non-Specified
Term deposits with banks and building societies	✓	✓
Term deposits with other UK local authorities	✓	✓
Investments with Registered Providers	✓	✓
Certificates of deposit with banks and Building Societies	✓	✓
Gilts	✓	✓
Treasury Bills (T-Bills)	✓	x
Bonds issued by Multilateral Development Banks	✓	✓
Local Authority Bills	✓	x

Commercial Paper	✓	x
Corporate Bonds	✓	✓
AAA-Rated Money Market Funds	✓	x
Other Money Market Funds and Collective Investment Schemes	✓	✓
Debt Management Agency Deposit Facility	✓	x

- 28 Registered Providers (Housing Associations and Registered Social Landlords) have been included within specified and non-specified investments for 2017/18. Any investments with Registered Providers will be analysed on an individual basis and discussed with Arlingclose prior to investing.
- 29 The minimum credit rating for non-UK sovereigns is AA+ (or equivalent). For specified investments the minimum long term rating for counterparties is A- (or equivalent). Within these criteria the Chief Finance Officer (CFO) will have discretion to accept or reject individual institutions as counterparties on the basis of any information which may become available. The countries and institutions that currently meet the criteria for investments are included in Annex A. The Council uses the lowest rating quoted by Fitch, Standard and Poor or Moody, as recommended by CIPFA.
- 30 Any institution will be suspended or removed should any of the factors identified above give rise to concern, and caution will be paramount in reaching any investment decision regardless of the counterparty or the circumstances. Credit ratings are monitored continually by the Authority, using the advice of Arlingclose on ratings changes, and action taken as appropriate.
- 31 The Authority banks with National Westminster Bank (Natwest). At present, Natwest does not meet the Authority's minimum credit criteria (its Moody's rating is Baa1). While it does not give cause for immediate concern, its status is being monitored and the necessary actions should it deteriorate have been considered. In the meantime, as far as is consistent with operational efficiency, no money is being placed with Natwest and credit balances in the various Council accounts are being kept to a minimum level. This is why the Pension Fund, in the midst of restructuring its investments, recently agreed to make use of the Treasury function to loan to other organisations.

Investment Strategy

- 32 With short term interest rates expected to remain low for many years, an investment strategy will typically result in a lengthening of investment periods, where cash flow permits, in order to lock in higher rates of acceptable risk adjusted returns.
- 33 Following on from the banking crisis of 2008/09 and government interventions to prevent the collapse of the banking system, there has been an increase in legislative restrictions on the extent and manner in which public money can be used in the event of an impending bank failure. In future, governments will be unable to invest public money to rescue banks in difficulty until a significant contribution has been made by those who have certain kinds of investments in

the bank concerned, a process called “Bail in”. These include deposits by those deemed to be in a position to assess the risk involved, including local authorities.

- 34 Secured deposits of various kinds are not included in bail in provisions. Some other forms of deposits are, but can be sold if felt to be at risk. It is likely that the Council’s preferred instruments in lending to institutions without some kind of government guarantee will increasingly be in the form of secured or marketable instruments.
- 35 In order to diversify a portfolio largely invested in cash, investments will be placed with a number of approved counterparties over a range of maturity periods. Maximum investment levels with each counterparty will be set by the Chief Finance Officer to ensure that prudent diversification is achieved.
- 36 Money market funds (MMFs) will be utilised but good treasury management practice prevails, and whilst MMFs provide good diversification, the Authority will also seek to mitigate operational risk by using at least two MMFs where practical. The Authority will also restrict its exposure to MMFs with lower levels of funds under management and will not exceed 0.5% of the net asset value of the MMF. In addition, each Fund will be limited to a maximum deposit of £10m and no more than half the Council’s deposits will be placed with MMFs.
- 37 The investment strategy will provide flexibility to invest cash for periods of up to 370 days in order to access higher investment returns, although lending to UK local authorities can be for up to 5 years. The upper limit for lending beyond a year is £40m. In practice, lending for more than one year will be only to institutions of the highest credit quality and at rates which justify the liquidity risk involved. Marketable instruments may have longer maturities, though the maturity will be considered in conjunction with the likely liquidity of the market and credit quality of the institution.
- 38 Annex C summarises the main features of some instruments which the Council does not use at present but would like to reserve the option to use in the future. Before using any of these, officers would take advice from Arlingclose and adopt suitable guidelines to manage risk from exposure to the new instruments.
- 39 Collective Investment Schemes (Pooled Funds):
The Authority has evaluated the use of Pooled Funds and determined the appropriateness of their use within the investment portfolio. Pooled funds enable the Authority to diversify the assets and the underlying risk in the investment portfolio and provide the potential for enhanced returns. Investments in pooled funds will be undertaken with advice from Arlingclose. The Authority currently has no investments in Pooled Funds at present, but may make prudent use of them in the future.
- 40 Investment Policy:
Treasury Management in the Public Services: Code of Practice (the Code) was updated in November 2011, with a greater focus on risk management and significance of capital security as the Council’s primary objective in relation to investments.
- 41 The Council maintains, as the cornerstones for effective treasury

management:-

- A treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities;
- Suitable treasury management practices (TMPs), setting out the manner in which the Council will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.

Policy on Use of Financial Derivatives

- 42 The Authority does not currently use standalone financial derivatives (such as swaps, forwards, futures and options) and will only do so where they can be clearly demonstrated to reduce the overall level of the financial risks that the Authority is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives will not be subject to this policy. Where schemes contain an embedded derivative they will be subject to evaluation as part of the appraisal of the particular scheme.
- 43 Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and any relevant foreign country limit.
- 44 The Authority will only use derivatives after seeking expertise, receiving a legal opinion and ensuring officers have the appropriate training for their use.

Policy on apportioning Housing Revenue Account (HRA)

- 45 Local authorities are required to recharge interest expenditure and income attributable to the HRA in a way which is fair to the HRA without detriment to the General Fund. The guidance is non-specific, so the Council is required to adopt a policy that will set out how interest charges attributable to the HRA will be determined. The CIPFA Code recommends that local authorities outline this policy in their TMSS.
- 46 As of 1 April 2012, the Council notionally split each of its existing long-term loans into General Fund and HRA pools. Individual loans or parts of loans have been allocated to the HRA, on the basis of achieving the same long term rate as that which applied to the General Fund at the self-financing date. In the future, new long-term borrowing will be assigned in its entirety to one pool or the other, allocating the costs and benefits to each accordingly.
- 47 Differences between the value of the HRA loans pool and the HRA's underlying need to borrow results in a notional element of internal borrowing. This balance will be assessed over the year and interest charged to the HRA at an appropriate rate for short term borrowing. The HRA will also hold reserves and balances which will be invested with the Council, and interest will be paid on identified balances at a rate which recognises that any investment risk is borne by the General Fund.

Monitoring and Reporting on the Treasury Outturn and Prudential Indicators

- 48 The CFO will report to the Audit Committee, Cabinet and Full Council on treasury management activity as follows:
- Annually, against the strategy approved for the year.
 - A mid-year report on the implementation of strategy and main features of the year's activity to date.

Training

- 49 CIPFA's Code of Practice requires the CFO to ensure that all members with treasury management responsibilities, including scrutiny of the treasury management function, receive appropriate training relevant to their needs and understand fully their roles and responsibilities. Arlingclose delivered a training session for members on 19 November, 2015. Staff regularly attend training courses, seminars and conferences provided by Arlingclose, CIPFA and others. Relevant staff are also encouraged to study for professional qualifications from CIPFA and other appropriate organisations.

Treasury Management Advisers

- 50 The Authority uses Arlingclose as Treasury Management Advisers and receives the following services:
- Credit advice
 - Investment advice
 - Technical advice
 - Economic & interest rate forecasts
 - Workshops and training events
 - HRA support
 - Other matters as required

The Authority maintains the quality of the service with its advisers by holding quarterly meetings and tendering periodically.

Annex A**ANNUAL INVESTMENT STRATEGY 2017/18****List of institutions which meet the Council's credit worthiness criteria:**

Jurisdiction	Counterparty
UK	Lloyds/Bank of Scotland plc
UK	Barclays Bank plc
UK	Close Brothers Ltd
UK	Goldman Sachs International Bank
UK	HSBC Bank plc
UK	Abbey National/Santander (UK) plc
UK	Coventry Building Society
UK	Leeds Building Society
UK	Nationwide Building Society
Australia	Australia and NZ Banking Group
Australia	Commonwealth Bank of Australia
Australia	National Australia Bank Ltd
Australia	Westpac Banking Corporation
Canada	Bank of Montreal
Canada	Bank of Nova Scotia
Canada	Canadian Imperial Bank of Commerce
Canada	Royal Bank of Canada
Canada	Toronto-Dominion Bank
Denmark	Danske Bank a/s
Germany	FMS Wertmanagement
Germany	Kreditanstalt fuer Wieferauf
Germany	Landesbank Hessen-Thuringen
Germany	Landeskred Baden-Wuerttenburg
Germany	Landwirtschaftliche Rentenbank
Germany	Landesbank Sachsen-Anhalt
Netherlands	Bank Nederlandse Gemeenten
Netherlands	Cooperatieve Rabobank UA
Netherlands	ING Bank NV

Singapore	DBS Bank Ltd
Singapore	Overseas-Chinese Banking Corporation
Singapore	United Overseas Bank Ltd
Sweden	Nordea Bank AB
Sweden	Svenska Handelsbanken a shs
Switzerland	Credit Suisse AG
USA	JPMorgan Chase Bank NA

The list above represents the institutions which meet the criteria at the time of preparation of the strategy. It does not include institutions to whom we are prepared to lend on the basis of sovereign or quasi sovereign status. The Authority's Chief Finance Officer may introduce new names which meet the criteria from time to time and may adopt more restrictive limits on maturity or value as seems prudent. The Council may also lend any amount to any UK national or local government body for up to 5 years. However, in light of the reductions of central government funding, additional credit worthiness criteria will be required, so smaller bodies with weaker balance sheets would be unlikely to meet the Council's rigorous standards.

An operational list of institutions which are approved to take deposits from the Council will be prepared and circulated to dealing and approving Officers from time to time. This includes money market funds. A protocol will also be maintained describing how investments will be chosen and managed.

Group Limits - for institutions within a banking group, the authority may lend the full limit to a single bank within that group, but may not exceed the limit for all group members. All direct investments with a bank or group will be subject to that limit.

Annex B

Non-Specified Investments

Instrument

Call accounts, term deposits and Certificates of Deposit (CDs) with banks, building societies and local authorities which do not meet the specified investment criteria (on advice from Arlingclose)

Deposits with registered providers

Gilts

Bonds issued by multilateral development banks

Sterling denominated bonds by non-UK sovereign governments

Money Market Funds rated below AAA and Collective Investment Schemes

Corporate and debt instruments issued by corporate bodies

Collective Investment Schemes (pooled funds) which do not meet the definition of collective investment schemes in SI 2004 No 534 or SI 2007 No 573. These would be capital expenditure.

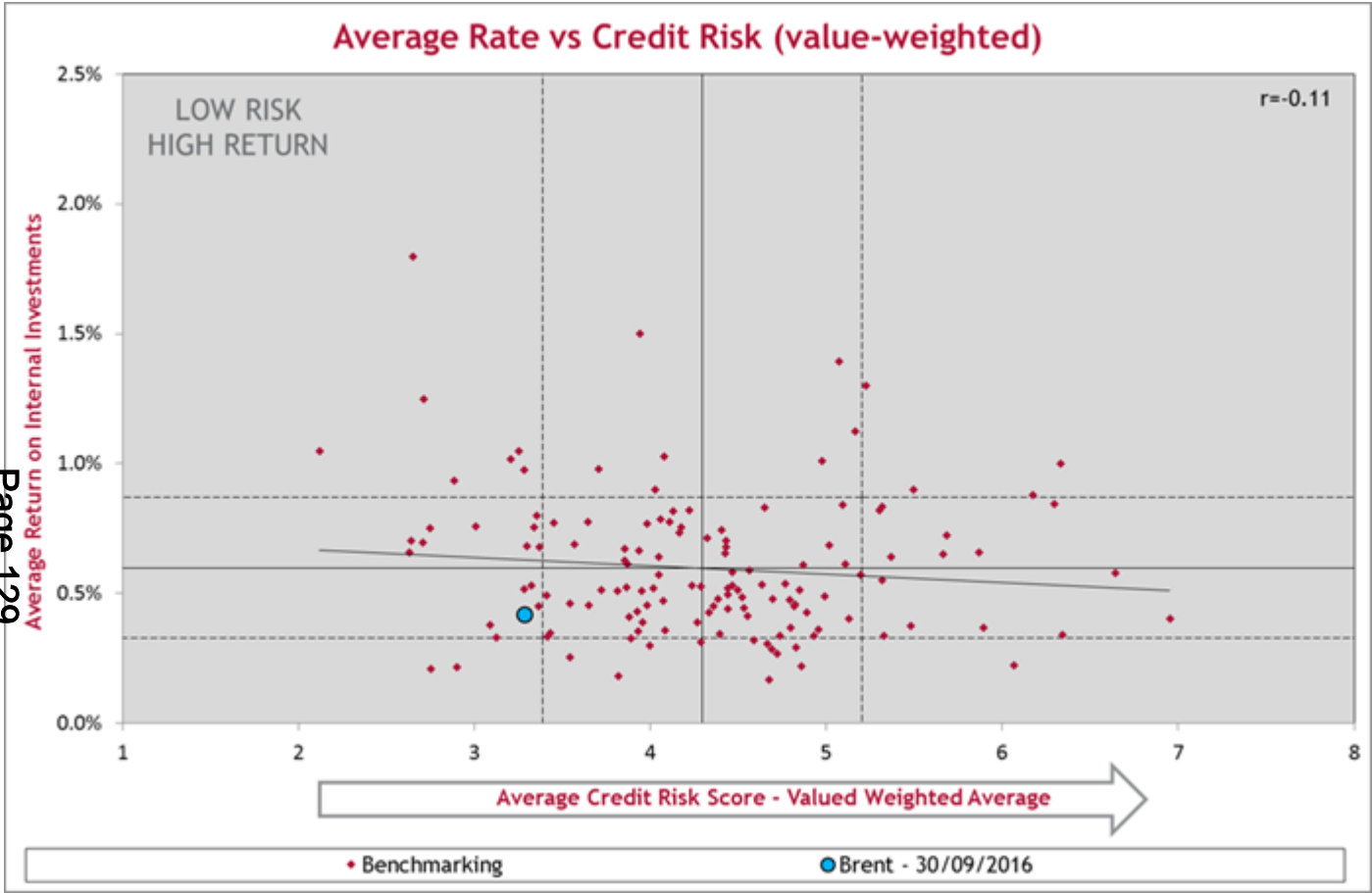
The Authority will hold up to a maximum of £40m in non-specified investments at any time, which may all be in one category subject to individual counterparty limits.

Annex C

Other available options

All of the instruments are exempt from the risk of being bailed in if the institution borrowing the Council's money is eligible for bail in.

Instrument (and suitable time scale)	Features	Advantages	Disadvantages
Short bond or cash plus funds 6 months – 2 years	Purchase shares Cash invested in a diversified portfolio of liquid securities	Improved yield from various sources Redeemable asset	Volatility low but value could be below purchase price for some periods
Repurchase arrangement (repo) 1 month – 1 year	Loan to counterparty secured by exchange of collateral as security repayment (usually government stocks)	Offers improved yield by allowing extension of maturity limits	Not easily marketable, so would normally be held to maturity
Covered bonds 3 months – 3 years	Bond guaranteed by nomination of a pool of assets as security. Bond will have its own credit rating	Offers improved yield by allowing extension of maturity limits and use of counterparties who would be excluded by their own rating	Marketable but the market price would fluctuate so should be bought with the intention of holding to maturity
Corporate bonds 1 month – 2 years	Loan to company in marketable form. Security is the companies credit rating and assets	Improved yield because of lower liquidity and economic risk. Corporate capital structures are often more secure than financial counterparties	Risks of a different nature to financial counterparties: more exposed to market and economic risk
Corporate bond funds 6 months – 3 years	Purchase shares Cash invested in a diversified portfolio of corporate borrowing	Diversification means reduced risk Wide range of yields depending on liquidity and risk appetite	Higher level of volatility so may have to be prepared to wait to liquidate investment on favourable terms
Property Funds 5 years	Purchase shares Cash invested in a diversified portfolio of properties	Yields can be high by Treasury standards	Can be very volatile and may need long periods to be able to achieve value



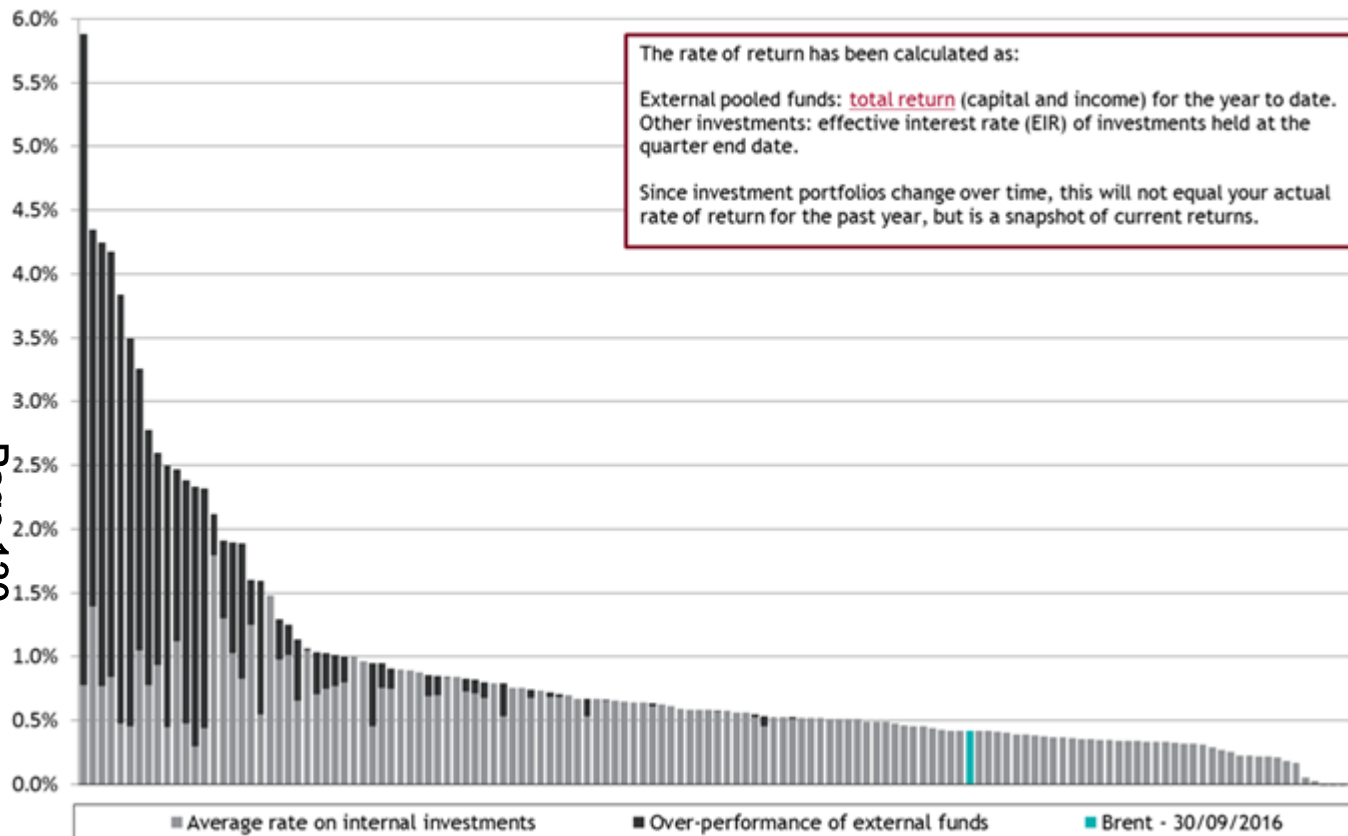
Total Return on Total Investment Portfolio (Internal plus External Funds)

The rate of return has been calculated as:

External pooled funds: **total return** (capital and income) for the year to date.
Other investments: effective interest rate (EIR) of investments held at the quarter end date.

Since investment portfolios change over time, this will not equal your actual rate of return for the past year, but is a snapshot of current returns.

Page 130



Prudential Indicators, 2016/17 – 2019/20

1.1 Background:

There is a requirement under the Local Government Act 2003 for local authorities to have regard to CIPFA's Prudential Code for Capital Finance in Local Authorities when setting and reviewing their Prudential Indicators.

1.2 Gross Debt and the Capital Financing Requirement:

	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Estimated capital financing requirement for:					
- General Fund	446.1	446.1	446.1	584.5	688.8
- HRA	138.2	138.2	155.0	181.4	189.2
- Total	584.3	584.3	601.1	765.9	878.0
HRA Limit on Indebtedness:	199.3	199.3	199.3*	199.3*	199.3*

*The capital programme is under regular review to ensure the HRA Limit on Indebtedness is not breached.

1.3 Estimates of Capital Expenditure:

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Planned capital spending:				
- General Fund	80.2	150.5	114.8	49.3
- HRA	31.1	67.7	26.4	7.8
- Total	111.3	218.2	141.2	57.1

1.4 Affordability indicators:

The ratio of financing costs to net revenue stream is an indicator of affordability and is based on costs net of investment income:

Ratio of Financing Costs to Net Revenue Stream	2016/17 Approved %	2016/17 Revised %	2017/18 Estimate %	2018/19 Estimate %	2019/20 Estimate %
General Fund	10.49	7.97	5.68	7.67	9.72
HRA	15.01	12.80	13.83	15.93	16.18
Total	11.27	8.76	7.01	9.01	10.75

1.5 Incremental Impact of Capital Investment Decisions:

The incremental impact of capital investment decisions is an indicator of affordability that shows the impact of capital investment decisions on Council Tax and Housing Rent levels. The incremental impact is calculated by comparing the total revenue budget requirement of the current approved capital programme with an equivalent calculation of the revenue budget requirement arising from the proposed capital programme.

Incremental Impact of Capital Investment Decisions	2016/17 Approved £	2017/18 Estimate £	2018/19 Estimate £	2019/20 Estimate £
Increase in Band D Council Tax	0.00	0.00	43.30	86.15
Increase in Average Weekly Housing Rents	0.00	1.16	3.47	4.69

1.6. Authorised Limit and Operational Boundary for External Debt:

- 1.6.1 The Authority has an integrated treasury management strategy and manages its treasury position in accordance with its approved strategy and practice. Overall borrowing will therefore arise as a consequence of all the financial transactions of the Authority and not just those arising from capital spending reflected in the CFR. The Authorised Limit is the statutory limit determined under Section 3(1) of the Local Government Act 2003 (referred to in the legislation as the Affordable Limit).
- 1.6.2 The Operational Boundary has been set on the estimate of the most likely, i.e. prudent but not worst case scenario with sufficient headroom over and above this to allow for unusual cash movements. The Operational Boundary and Authorised Limit are prepared on the same basis but the Authorised Limit includes additional headroom to allow for strategic decisions which may increase borrowing for short periods.

	2016/17 Approved £m	2016/17 Revised £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m
Authorised Limit	750	790	900	1000	1080
Operational Boundary	650	690	800	900	980

1.7 Upper Limits for Fixed Interest Rate Exposure and Variable Interest Rate Exposure:

- 1.7.1 These indicators allow the Authority to manage the extent to which it is exposed to changes in interest rates. This Authority calculates these limits on net principal outstanding sums (i.e. fixed rate debt net of fixed rate investments).
- 1.7.2 The upper limit for variable rate exposure has been set to ensure that the Authority is not exposed to interest rate rises which could adversely impact on the revenue budget. The limit allows for the use of variable rate debt to offset exposure to changes in short-term rates on investments

	Existing level at 01/01/16 %	2016/17 Approved %	2016/17 Revised %	2017/18 Estimate %	2018/19 Estimate %	2019/20 Estimate %
Upper Limit for Fixed Interest Rate Exposure	100	100	100	100	100	100
Upper Limit for Variable Interest Rate Exposure	40	40	40	40	40	40

- 1.7.3 The limits above provide the necessary flexibility within which decisions will be made for drawing down new loans on a fixed or variable rate basis; the decisions will ultimately be determined by expectations of anticipated interest rate movements as set out in the Authority's treasury management strategy.

1.8 Maturity Structure of Fixed Rate borrowing:

- 1.8.1 This indicator highlights the existence of any large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates and is designed to protect against excessive exposures to interest rate changes in any one period, in particular in the course of the next ten years.
- 1.8.2 It is calculated as the amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate. The maturity of borrowing is determined by reference to the earliest date on which the lender can require payment.
- 1.8.3 LOBOs are classified as maturing on the next call date i.e. the earliest date that the lender can require repayment.

Maturity structure of fixed rate borrowing	Level at 30/11/16 %	Lower Limit %	Upper Limit %
under 12 months	10	0	40
12 months and within 2 years	2	0	20
2 years and within 5 years	14	0	20
5 years and within 10 years	2	0	60
10 years and within 20 years	6	0	100
20 years and within 30 years	0	0	100
30 years and within 40 years	49	0	100
40 years and within 50 years	17	0	100

1.9 Credit Risk:

- 1.9.1 The Authority considers security, liquidity and yield, in that order, when making investment decisions.
- 1.9.2 Credit ratings remain an important element of assessing credit risk, but they are not a sole feature in the Authority's assessment of counterparty credit risk.
- 1.9.3 The Authority also considers alternative assessments of credit strength, and information on corporate developments of and market sentiment towards counterparties. The following key tools are used to assess credit risk:
- Published credit ratings of the financial institution (minimum A- or equivalent) and its sovereign (minimum AA+ or equivalent for non-UK sovereigns);
 - Sovereign support mechanisms;
 - Credit default swaps (where quoted);
 - Share prices (where available);
 - Economic fundamentals, such as a country's net debt as a percentage of its GDP;
 - Corporate developments, news, articles, markets sentiment and momentum;
 - Subjective overlay.
- 1.9.4 The only indicators with prescriptive values remain to be long term credit ratings. Other indicators of creditworthiness are considered in relative rather than absolute terms.

1.10. Upper Limit for total principal sums invested over 364 days:

The purpose of this limit is to contain exposure to the possibility of loss that may arise as a result of the Authority having to seek early repayment of the sums invested.

Upper Limit for total principal sums invested over 364 days	2016/17 Approved £m	2016/17 Revised £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m
	20	20	40	40	40

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ADVICE FROM THE CHIEF LEGAL OFFICER

1. INTRODUCTION

This appendix sets out in some detail Members' individual responsibilities to set a legal budget and how Members should approach the task. It also reminds Members about the rules concerning pecuniary and other interests.

2. WHEN THE BUDGET MUST BE SET

Under Section 31A of the Local Government Finance Act 1992, budget calculations have to be made before 11th March, but they are not invalid merely because they are made on or after 11th March. However, delay in setting the Council Tax will have very serious financial consequences. It will render the Council vulnerable to legal proceedings requiring it to set the tax. In any event, it is important that the tax is set well in advance of 1st April as no sum is payable for Council Tax until 14 days after the date of posting bills. Serious financial losses will accrue very soon from a late setting of Council Tax as income is delayed and interest is foregone.

An important feature of Council Tax is that the statutory budget calculation must be followed exactly. If not the Council Tax resolution will be invalid and void.

3. NOTICE

There is a requirement to publish notice of the amount set for Council Tax in at least one local paper within 21 days of the Council's decision under section 38(2) of the Local Government and Finance Act 1992. There is also a duty to consult with representatives of Non-Domestic Ratepayers about the proposed revenue and capital expenditure before the budget requirement is calculated under section 65 of the Local Government and Finance Act 1992.

4. MEMBERS' FIDUCIARY DUTIES

The obligation to make a lawful budget each year is shared equally by each individual Member. In discharging that obligation, Members owe a fiduciary duty to the Council Taxpayer.

The budget must not include expenditure on items which would fall outside the Council's powers. Expenditure on lawful items must be prudent, and any forecasts or assumptions such as rates of interest or inflation must themselves be rational. Power to spend money must be exercised bona fide for the purpose for which they were conferred and any ulterior motives risk a finding of illegality. In determining the Council's overall budget requirement, Members are bound to have regard to the level of Council Tax necessary to sustain it. Essentially

the interests of the Council Taxpayer must be balanced against those of the various service recipients.

Within this overall framework, there is of course considerable scope for discretion within the 2017/18 financial year, especially on the part of the Cabinet. Setting a budget is not the same as deciding what expenditure will in fact be incurred. To budget for expenditure is to estimate likely expenditure and/or make financial provision for such expenditure. However, Members will bear in mind that in making the budget commitments are being entered which will have an impact on future years. Some such commitments are susceptible to change in future years, such as staff numbers which are capable of upward or downward adjustment at any time. Other commitments however impose upon the Council future obligations which are binding and cannot be adjusted, such as loan charges to pay for capital schemes. For some specific proposals within the overall Budgetary framework, Cabinet decisions have already been made. For some other proposals, subject to relevant consultation where necessary, decisions by the Cabinet will need to be made, especially where the making of such a decision would result or would be likely to result in the permanent closure of a facility used by the public or a permanent and significant reduction in the level of services or facilities provided to the public other than where such closure or reduction in service is considered necessary by the relevant strategic director for reasons of health and safety.

Only relevant and lawful factors may be taken into account and irrelevant factors must be ignored. A Member who votes in accordance with the decision of his or her political group but who does so after taking into account the relevant factors and professional advice will be acting within the law. Party loyalty and party policy are capable of being relevant considerations for the individual Member provided the member does not blindly toe the party line without considering the relevant factors and professional advice and without properly exercising any real discretion.

Under the Brent Member Code of Conduct members are required when reaching decisions to have regard to relevant advice from the Chief Finance Officer and the Monitoring Officer (the Chief Legal Officer). If the Council should fail to set a budget at all or fail to set a lawful budget, contrary to the advice of these two officers there may be a breach of the Code by individual members if it can be demonstrated that they have not had proper regard to the advice given.

5. ARREARS OF COUNCIL TAX AND VOTING

In accordance with section 106 of the Local Government Finance Act 1992 ("the 1992 Act"), where a payment of Council Tax that a member is liable to make has been outstanding for two months or more at the time of a meeting, the Member must disclose the fact of their arrears (though they are not required to declare the amount) and cannot vote on any of the following matters if they are the subject of consideration at a meeting:

- (a) Any decision relating to the administration or enforcement of Council Tax.

- (b) Any budget calculation required by the Local Government Finance Act 1992 underlying the setting of the Council Tax.
- (c) Any recommendation, resolution or other decision which might affect the making of the Annual Budget calculation.

Members should note the following points:

- (i) These rules are extremely wide in scope. Virtually any Council decision which has financial implications is one which might affect the making of the budget underlying the Council Tax for next year and thus is caught. The former DoE (now DCLG) shared this interpretation as it made clear in its letter to the AMA dated 28th May 1992.
- (ii) The rules do not apply just to full Council meetings but extend to committees and sub-committees of the Council and to the Cabinet and its Highways Committee.
- (iii) Members who make a declaration are not entitled to vote on the matter in question but are not prevented by the section from taking part in the discussion.
- (iv) Members will have a defence under section 106 of the 1992 Act if they did not know that the section applied to them (i.e., that they were in arrears to the relevant extent) at the time of the meeting. Thus unwitting Members who for example can prove that they did not know and had no reason to suppose at the time of the meeting that their bank has failed to honour a standing order will be protected should any prosecution arise.
- (v) It is not enough to state that a benefit application has been submitted which has not yet been determined, as Members remain liable to pay pending determination.
- (vi) Breach of the rules is a criminal offence under section 106 of the 1992 Act which attracts a maximum fine of £1,000.

Members' attention is also be drawn to the effect of the Local Authorities (Standing Orders)(England)(Amendment) Regulations 2014 which came into effect on 25 February 2014 which is that where any vote is taken at a Council meeting on setting the budget for the authority, the Minutes of the meeting will record the names of all Councillors present at the vote and how each Councillor voted (for or against) or the fact that they abstained from voting.

6. DISCLOSABLE PECUNIARY INTERESTS

Members are reminded to consider whether they have a disclosable pecuniary interest or a personal or prejudicial interest in the setting of the council's budget. If a member has a relevant interest they must disclose the interest at the meeting, subject to the provisions in the Code in respect of sensitive interests. If the interest is a disclosable pecuniary interest or a prejudicial interest as set out in the Brent Members Code of Conduct) the member may not participate in the discussions or vote on the matter, although if the interest is prejudicial only,

the member may remain for the purposes of making representations or asking questions. .

Members should seek early advice to avoid any confusion on the night of the meeting if they consider they have a relevant interest.

Dispensations

The Council's Monitoring Officer may, on written request from a Member, grant a dispensation to relieve the applicant from the restrictions on participation and voting. Dispensation may be granted if:-

- Without the dispensation the number of persons prohibited from participating would be so great a proportion to impede the effectiveness of the meeting;
- The representation of different political groups would be affected and likely to alter the likely outcome of any voting at the meeting;
- Granting the dispensation is in the interests of persons living in the Borough;
- Every Member of the Council's Cabinet would be precluded from participating in the meeting;
- It is appropriate to grant a dispensation.

Dispensation may be granted for up to 4 years. A dispensation will mean that the Member to whom it is granted can speak and vote on a matter in which they have a relevant interest. Where the Monitoring Officer is undecided on the best response, and time is not of the essence, the decision could be passed to Standards Committee for decision and there is no Standards Committee meeting currently fixed before the budget setting meeting.

7. RESPONSIBILITIES OF CHIEF FINANCIAL OFFICER AND AUDITORS' POWERS

Chief Financial Officer and Monitoring Officer

Section 114 of the Local Government Finance Act 1988 places the Chief Financial Officer under an obligation to prepare a report (to full Council) if it appears to him that the expenditure the Authority proposes to incur in a financial year is likely to exceed its resources available to meet that expenditure. A failure to take note and act on such a report could lead to a complaint to the Standards Board. Similarly, the Council's Monitoring Officer is required to report to Full Council if it appears to her that a decision has been or is about to be taken which is or would be unlawful or would be likely to lead to maladministration.

Under section 25 of the Local Government Act 2003 the Chief Financial Officer is required to report to the authority on the robustness of the estimates made for the purposes of the calculations required to be made by the Council and the adequacy of the proposed financial reserves. These are the estimates which the Cabinet is required to determine and submit to Full Council and are contained within this report. However, if the Council were minded to agree a budget based on different estimates e.g. if Council did not agree with the

estimates provided by the Cabinet then those estimates which the Council would adopt would effectively become 'the estimates' for the purpose of Section 25 and as such should be subject to a report by the Chief Financial Officer.

External Auditors' Powers

Section 91 of the Local Government Act 2000 and section 19A of the Audit Commission Act 1998 provide that an External Auditor may issue an "Advisory Notice" if he has reason to believe that an Authority is about to take a course of action which, if pursued to its conclusion, would be unlawful and likely to cause a loss or deficiency. This power is to be used where the matter is significant either in amount or in principle or both.

While the advisory notice has effect it is not lawful for the authority to implement or take the course of action in question unless it has considered the issues raised in the notice and given the auditor notice that it intends to proceed with that course of action in a specified period and that period has expired.

In addition, it is also open to the Auditor to apply for judicial review on any decision of an Authority or failure to act which it is reasonable to believe would have an effect on the accounts of an Authority.

8. SPECIFIC BUDGET ADVICE

Balances and Other Budget Calculations

A local authority must budget so as to give a reasonable degree of certainty as to the maintenance of its services. In particular local authorities are required by section 31A(2)(b) and (c) of the Local Government Finance Act 1992 to calculate as part of their overall budget what amounts are appropriate for contingencies and reserves. The Council faces various contingent liabilities set out in the main budget report. Furthermore the Council must ensure sufficient flexibility to avoid going into deficit at any point during the financial year. Members will need to pay careful attention to the advice of officers here. As set out previously, under section 25 of the Local Government Act 2003 the Chief Finance Officer is required to report to the authority on the adequacy of the proposed financial reserves.

In addition to advising on the robustness of the estimates as set out above, the Chief Finance Officer is also required to report on the robustness of the proposed financial reserves. The same advice applies to these as to the other calculations required to be made by the Council.

Having considered the officer's report the Council is then required to "*have regard to the report*" but it is not required to adopt the recommendations in it. However, Members must demonstrate they have acted reasonably if they do not adopt the recommendations.

Localism Act 2011

Sections 72 to 79 and Schedules 5 to 7 of the Localism Act 2011 amended the legislation regarding the calculation of council tax. Schedule 5 of the Localism Act provides for a council tax referendum to be held if an authority increases its relevant basic amount of council tax in excess of principles determined by the Secretary of State. Authorities will not be able to exceed the Secretary of State's principles without having held such a referendum. The principles applicable for 2017/18 are discussed at paragraphs 1.2 to 1.4 of the main report.

Alternative Proposals

If alternative proposals to those contained in this report are moved at the budget setting meeting, the Chief Finance Officer will need to consider if the estimates or proposed financial reserves contained in this report are affected and whether a further report (which may be oral) is required under section 25 of the Local Government Act 2003. If the Chief Finance Officer is unable to report on the estimates or the reserves because of the lateness of the alternative proposals then he will not be able to comply with this statutory requirement. The Act does not say what happens if this duty is not fulfilled and nor does it say whether the Council can set the budget without that advice. It follows from this then that there is no express statutory prohibition. However, the authority is at risk of a Judicial Review by an interested person e.g. a resident or the Audit Commission if the Council has failed to have regard to a report of the Chief Finance Officer on the estimates and reserves used for its budget calculations.

Capital Programme

The requirements of the "*Prudential Code*" established in the Local Government Act 2003 are set out in the report.

Expenditure Charged to the Housing Revenue Account

Members will be aware that the Housing Revenue Account (HRA) is by law to be maintained separately from the General Fund and there are strict rules which determine to which account any expenditure must be charged. There are only very limited areas of discretion here. Members should bear in mind that if they wished to review any current determination which affects the apportionment of charges between the General Fund and HRA, they would need to do so on the basis of an officers' report and specific legal advice. The Housing Revenue Account must be maintained in balance throughout the year and the Council is under a duty to prevent a debit balance in the Housing Revenue Account pursuant to Section 76 Local Government and Housing Act 1989.

Equalities Legislation

Section 149 of the Equality Act 2010 sets out the public sector equality duty which requires the Council, when exercising its functions to have ‘due regard’ to the need to eliminate discrimination (both direct and indirect discrimination), harassment and victimization and other conduct prohibited under the Equality Act, and to advance equality of opportunity and foster good relations between those who share a ‘protected characteristic’ and those who do not share that protected characteristic.

A ‘protected characteristic’ is defined in the Equality Act as:

- age;
- disability;
- gender reassignment;
- pregnancy and maternity;
- race; (including ethnic or national origins, colour or nationality)
- religion or belief;
- sex;
- sexual orientation.

Marriage and civil partnership are also a protected characteristic for the purposes of the duty to eliminate discrimination.

Having due regard to the need to ‘advance equality of opportunity’ between those who share a protected characteristic and those who do not, includes having due regard to the need to remove or minimize disadvantages suffered by them. Due regard must also be had to the need to take steps to meet the needs of such persons where those needs are different from persons who do not have that characteristic, and encourage those who have a protected characteristic to participate in public life.

Complying with the duty may involve treating some people better than others, as far as that is allowed by the discrimination law.

Due regard to the need to eliminate discrimination, advance equality, and foster good relations must form an integral part of the decision making process. The Council must consider the effect that implementing a particular policy will have in relation to equality before making a decision.

There is no prescribed manner in which the equality duty must be exercised. However, the council must have an adequate evidence base for its decision making. This can be achieved by gathering details and statistics on who use the facilities. A careful consideration of this assessment is one of the key ways in which the Council can show “due regard” to the relevant matters. Where it is apparent from the analysis of the information that the proposals would have an adverse effect on equality then adjustments should be made to avoid that effect (mitigation).

The duty is not to achieve the objectives or take the steps set out in s.149. Rather, the duty on public authorities is to bring these important objectives relating to discrimination into consideration when carrying out its functions. “Due

regard” means the regard that is appropriate in all the particular circumstances in which the authority is carrying out its functions.

There must be a proper regard for the goals set out in s.149. At the same time, the council must also pay regard to any countervailing factors, which it is proper and reasonable for them to consider. Budgetary pressures, economics and practical factors will often be important. The weight of these countervailing factors in the decision making process is a matter for the Council.

The equality and diversity implications of budget proposals are considered at all stages of the budget process, from the development of the initial budget strategy, through consideration of individual growth and savings proposals, to the production of service development plans. The processes in place are therefore aimed at ensuring that the budget proposals in this report do not discriminate against communities or individuals because of age, ethnicity, gender, disability, religion, or sexual orientation, and support the council in meeting its other duties to promote equal opportunities and good race relations.

Earmarked Reserves and Provisions

Officers have the authority to make transfers from these reserves and provisions up to the amounts in them for the specified purpose.

Reserves

2 Year Olds - Additional Funding	Gordon Brown
Area Child Protection	Gordon Brown RCCO
Ark Academy - TFL Contribution	Harlesden Project
Big London Energy Switch	Health Care Commission
Brent Safe Neighbourhood Board	HMO Licensing
Capital Financing	Homeless Strategy
Capital Funding	Housing Client Deposits
Capital Transformation Reserve	IIP, BIBS Restructure & Outplacement Training
CCG Funding - Public Health Resource Centre	Individual Electoral Registration
Central DSG	Innovation Programme Children's Social Care
Centralised Reserve	Insurance
Chalkhill	JFS School PFI
Chief Executive - Strategic & Cultural Projects	Local Elections
Community Infrastructure Levy (CIL)	Local Housing Allowance
Copland Legal Case	Local Housing Allowance Funding
Council Tax Scheme Grant	Local Welfare Assistance
Countryside Stewardship Grant	Long Term Sickness
Customer Services Reception Capital Works	Lottery Heritage
DCLG New Burdens	Mortgage Repossession Fund Grant
DCLG New Burdens Additional Funding	Multi Agency Front Door
Delayed Transfer of Care	New Accommodation for Independent Living (NAIL)
Dennis Jackson	New Recruitment System
DWP – Local Housing Allowance 2012/13	NNDR Revaluation Refunds
DWP - Transition Funding	PCT Joint Venture
DWP - Welfare Changes	Pension Liabilities
Employment Initiatives	Positive Activities for young People
Environment Stewardship Grant	Preventing Homelessness
Finance systems	Private Landlords Rent Deposit Scheme
Food Standards Agency	Proceeds of crime - Trading Standards

Football Foundation	Public Health
Future Funding Risk	Public Health Transitional Costs
Pupil Premium	SP&I Grants Paid in Advance
Redundancy & Redundancy	SP&I NHS Funding
Resident's Attitude Survey	SP&I Voluntary Sector Grants
Revenue Contribution to Capital	SP&I Working with Families
Salix	Sports England
Schools	Streetgames Funding
Schools Legal Contingency	Tackling Illegal Landlords
Section 106	Temporary Accommodation Housing Benefit
SEN Reform Grant	Tenancy Fraud Initiative
Service Pressures	The Library at Willesden Green Capital Works
Service Pressures - Temporary Accommodation	Transformation
Services to Schools - NHS Grants	Transformation Challenge
Single Status	Veolia Performance Payment
Social Care Training Programme	Wembley Youth and Community
Social Fund	Westbrook Bequest
South Kilburn	Willesden Green Library Refit
South Kilburn Sinking Fund	Willesden Sports Centre PFI
SP&I Community Safety Grant	Youth Offending - Nurse Funding

Provisions

Affordable Housing PFI	Insurance
Corporate Leases	NNDR - Brent Share of Revaluation
Disrepair cases	Repairs PSL Scheme
HRA Insurance	

SERVICES	Current Brent Charges	Current Brent Volume	Proposed amendment	Increase / unit	Potential Income from Increase	Rationale
Culture, Sports and Recreation						
LEISURE DISCOUNT SCHEME						
Sports Hall Hire - Peak	57.00	3425	58.00	£1.00	£3,425.00	Prices have not been increased for the last 3 years and are in line with competitor rates.
Dance Studio Peak	37.00	16	39.00	£2.00	£32.00	Prices have not been increased for the last 3 years and are in line with competitor rates.
Badminton Court Peak	9.50	870	10.50	£1.00	£870.00	Prices have not been increased for the last 3 years and are in line with competitor rates.
Table Tennis Peak	5.40	214	6.00	£0.60	£128.40	Prices have not been increased for the last 3 years and are in line with competitor rates.
Gym Membership	36.00	741	25.00	-£11.00	-£8,151.00	Reducing price to compete with cheaper gyms in the area
Gym Membership - Joint	61.20	26	49.00	-£12.20	-£317.20	As above
Gym Membership - Annual	330.00	3	250.00	-£80.00	-£240.00	Reducing price to compete with cheaper gyms in the area
Gym casual use - adults Peak	6.10	9032	6.50	£0.40	£3,612.80	Prices have not been increased for the last 3 years and are in line with competitor rates.
Sauna and Steam Peak	5.70	5145	6.50	£0.80	£4,116.00	Prices have not been increased for the last 3 years and are in line with competitor rates.
Sauna and Steam Off Peak	4.50	3723	4.80	£0.30	£1,116.90	Prices have not been increased for the last 3 years and are in line with competitor rates.
Sauna and Steam - Membership	33.00	9	34.00	£1.00	£9.00	Prices have not been increased for the last 3 years and are in line with competitor rates.
Parties	100.00	65	110.00	£10.00	£650.00	Some parties are delivered in partnership and fees are set. Prices have not been increased for the last 3 years and are in line with competitor rates.
Coach for parties	30.00	N/A	35.00	£5.00		Prices have not been increased for the last 3 years and are in line with competitor rates.
Boardroom – Full Day	68.00	362	69.00	£1.00	£362.00	Not increased in 3 years and in line with competitor rates
Community Suite - Full Day	139.20	937	139.90	£0.70	£655.90	Not increased in 3 years and in line with competitor rates
Tropics Suite - Full Day	208.50	78	209.00	£0.50	£39.00	Not increased in 3 years and in line with competitor rates
Syndicate Room - Full Day	257.40	532	258.00	£0.60	£319.20	Not increased in 3 years and in line with competitor rates
Conference Room - Full Day	403.20	370	404.00	£0.80	£296.00	Not increased in 3 years and in line with competitor rates
Function Hall - Full Day	790.00	1146	800.00	£10.00	£11,460.00	Not increased in 3 years and in line with competitor rates.

SERVICES	Current Brent Charges	Current Brent Volume	Proposed amendment	Increase / unit	Potential Income from Increase	Rationale
Sports hall – Full Day	1700.00	0	1900.00	£200.00	£0.00	Not increased in 3 years and in line with competitor rates.
Boardroom – Per Hour	11.60	250	12.00	£0.40	£100.00	Not increased in 3 years and in line with competitor rates.
Community Suite – Per Hour	23.20	699	24.00	£0.80	£559.20	Not increased in 3 years and in line with competitor rates.
Tropics Suite– Per Hour	34.75	12	35.00	£0.25	£3.00	Not increased in 3 years and in line with competitor rates.
Syndicate Room – Per Hour	42.90	532	43.00	£0.10	£53.20	Not increased in 3 years and in line with competitor rates.
Conference Room – Per Hour	67.20	344	68.00	£0.80	£275.20	Not increased in 3 years and in line with competitor rates.
Function Hall – Per Hour	86.90	49	90.00	£3.10	£151.90	Not increased in 3 years and in line with competitor rates.
Libraries						
If any library item has to be ordered	1.65	60	3.00	£1.35	£81.00	Increase charge to reflect free reservations and customer reservations. This service used to purchase out of print items from second hand websites such as amazon - which costs the service additional fees to process. This is also in line with neighbouring boroughs
CDs 3 week loan	1.00	190	2.00	£1.00	£190.00	CDs no longer stocked in Brent Libraries, only those borrowed from other authorities generate any income. This was because issues fell dramatically and this income was used to support the collection, it became a cost to provide the service to very few users so it was disbanded. Increase to cover cost of inter-lending.
Reserved book from the British Library	1.65	9.00	10.00	£8.35	£75.15	Keen to raise this, particularly for British Library requests which cost at least £12.50 per item (not including staff time) £10 charge for British Library items suggested last year after benchmarking against neighbouring services.
				TOTAL INCOME	£19,873	
Food and Health & Safety						
Cadaver certificate (3 working days' notice)	52.00	0	58.00	£6.00	£0.00	Updated as a result of benchmarking – fees aligned with neighbouring boroughs.
Cadaver certificate (urgent next day service)	103.00	0	113.00	£10.00	£0.00	Updated as a result of benchmarking – fees aligned with neighbouring boroughs.

Page 149

SERVICES	Current Brent Charges	Current Brent Volume	Proposed amendment	Increase / unit	Potential Income from Increase	Rationale
Food Export Health Certificates (3 working days)	52.00	178	58.00	£6.00	£1,068.00	Updated as a result of benchmarking – fees aligned with neighbouring boroughs.
Food Export Health Certificates (urgent next day service)	103.00	0	113.00	£10.00	£0.00	Updated as a result of benchmarking – fees aligned with neighbouring boroughs.
Food destruction certificate	200.00	0	220.00	£20.00	£0.00	Updated as a result of benchmarking – fees aligned with neighbouring boroughs.
Freezer breakdown certificate	200.00	0	220.00	£20.00	£0.00	Updated as a result of benchmarking – fees aligned with neighbouring boroughs.
Pool water analysis single pool	192.00	5	200.00	£8.00	£40.00	Updated as a result of benchmarking – fees aligned with neighbouring boroughs.
Pool water analysis double pool	358.00	0	375.00	£17.00	£0.00	Updated as a result of benchmarking – fees aligned with neighbouring boroughs.
Schools Legionella Water Sampling	1510.00	5	1585.00	£75.00	£375.00	Updated as a result of benchmarking – fees aligned with neighbouring boroughs.
Schools Drinking Water Sampling	505.00	5	530.00	£25.00	£125.00	Updated as a result of benchmarking – fees aligned with neighbouring boroughs.
Food Hygiene Rating Scheme (FHRS) rating re-assessment	0	25	260.00	£260.00	£6,500.00	New charge. The FHRS Brand Standard is changing in 2017 to allow Councils to charge for requests for re-rating
Special treatments exhibition including any treatment from categories B, C or D	£1,131 plus £95 per company administering	0	£1,185 plus £95 per company administering	£54.00	£0.00	Updated as a result of benchmarking – fees aligned with neighbouring boroughs.
Special treatments - lasers (Cat A)	734.00	0	750.00	£16.00	£240.00	Updated as a result of benchmarking – fees aligned with neighbouring boroughs.
Special treatments - massage, acupuncture, tattooing etc (cat B)	597.00	0	610.00	£13.00	£325.00	Updated as a result of benchmarking – fees aligned with neighbouring boroughs.

SERVICES	Current Brent Charges	Current Brent Volume	Proposed amendment	Increase / unit	Potential Income from Increase	Rationale
Special treatments - beauty treatments, etc (Cat C)	357.00	0	365.00	£8.00	£400.00	Updated as a result of benchmarking – fees aligned with neighbouring boroughs.
Special treatments - manicure, nose and ear piercing, etc (Cat D)	168.00	0	200.00	£32.00	£160.00	Updated as a result of benchmarking – fees aligned with neighbouring boroughs.
Special treatments - licence variation including addition or change of therapist	97.00	0	105.00	£8.00	£40.00	Updated as a result of benchmarking – fees aligned with neighbouring boroughs.
				TOTAL INCOME	£9,273.00	
Public Realm (Highways)						
Temporary Crossing – Commercial:	£50/ month	3	£500/ month	£450.00	£6,000	Income based on estimated volume of 12 with enforcement resource. Revised charge better aligned with neighbouring boroughs
Crane Oversail	£200/ licence	0	£350/ licence	£150.00	£3,500	Income based on estimated volume of 10 with enforcement resource. Revised charge better aligned with neighbouring boroughs
Crane (mobile platform):	£200/ day	38	£300/ day	£100.00	£14,400	Income based on estimated volume of 48 with enforcement resource Revised charge better aligned with neighbouring boroughs
Scaffolding	£76/ fortnight	99	£211/ fortnight	£135.00	£20,889	Income based on estimated volume of 99 with enforcement resource. However numbers drop off if uplift applied with no enforcement resource Revised charge better aligned with neighbouring boroughs
Hoarding	£76/ fortnight	99	£211/ fortnight	£135.00	£20,889	Income based on estimated volume of 99 with enforcement resource. However numbers drop off if uplift applied with no enforcement resource Revised charge better aligned with neighbouring boroughs
Skips (licences)	£42/ fortnight	1800	£45/ fortnight	£3.00	£85,500	Income based on estimated volume of 1900 with enforcement resource. However numbers drop off if uplift applied with no enforcement resource. Revised charge better aligned with neighbouring boroughs

SERVICES	Current Brent Charges	Current Brent Volume	Proposed amendment	Increase / unit	Potential Income from Increase	Rationale
Skips (fines)	£207	10	£207	0	£10,350	Income based on estimated volume of 50 with enforcement resource.
Building Material licences (Residential)	£78/ month	3	£150/ month	£72.00	£15,000	Income based on estimated volume of 100 with enforcement resource. Revised charge better aligned with neighbouring boroughs
Builders Material Licences (Commercial)	£78/ month	0	£300/ month	£222.00	£3,000	Income based on estimated volume of 10 with enforcement resource. Revised charge better aligned with neighbouring boroughs
Skip Company- Annual Registration fee:	£0	0	£270.00	£270.00	£13,500	Income based on estimated volume of 50 with enforcement resource. Revised charge better aligned with neighbouring boroughs
Container/Portacabin licences:	£0	0	£300.00	£300.00	£6,000	Income based on estimated volume of 20 with enforcement resource. Revised charge better aligned with neighbouring boroughs
FPN's - skips – failure to comply with conditions of permission.	£0	0	£100/£50	£100/£50	£3,750	Income based on estimated volume of 50 with enforcement resource. Also assumes 50% early payment. Revised charge better aligned with neighbouring boroughs
FPN's - skips- unlit	£0	0	£100/£50	£100/£50	£7,500	Income based on estimated volume of 100 with enforcement resource. Also assumes 50% early payment. Revised charge better aligned with neighbouring boroughs
Abandoned Vehicle FPN's	£0	0	£200/£120	£200/£120	£3,200	Income based on estimated volume of 20 with enforcement resource. Also assumes 50% early payment. Revised charge better aligned with neighbouring boroughs
Saving Transportation the cost of pavement damage or recouping					£15,000	Assumed saving from delivering enforcement activity

SERVICES	Current Brent Charges	Current Brent Volume	Proposed amendment	Increase / unit	Potential Income from Increase	Rationale
Recouping costs of road traffic accident damage and clean up costs					£40,000	Assumed saving from delivering enforcement activity
				TOTAL INCOME	£ 102,000.00	£102k is the net benefit once the cost of resourcing the team to deliver the service has been paid.
Highways and Transportation						
Domestic Vehicle Crossing	25.00	225	70.00	45.00	£ 10,125.00	To align with neighbouring boroughs
Industrial Vehicle Crossover	25.00	10	70.00	45.00	£450.00	To align with neighbouring boroughs
Temporary Traffic Management Order	2150.00	77	2250.00	100.00	£7,700.00	To align with neighbouring boroughs
				TOTAL INCOME	£18,275.00	
Licensing						
Animal boarding	227.00	1	250.00	£ 23.00	£23.00	Cost recovery and upper quartile in line with other London Boroughs
Breeding of dogs	227.00	0	270.00	£ 43.00	£ -	Cost recovery and upper quartile in line with other London Boroughs
Leaflet distribution (application)	179.00	8	180.00	£ 1.00	£8.00	Cost recovery
Occasional sales except educational establishments (application)	175.00	10	179.00 (Plus £10 per stall per day see line 23)	£ 4.00	£40.00	Cost recovery and in line with other London Boroughs
Performing animals	231.00	4	250.00	£ 19.00	£76.00	Cost recovery and in line with other London Boroughs
Pet animals (pet shops)	180.00	1	182.00	£ 2.00	£2.00	Cost recovery and in line with other London Boroughs
Poisons (alteration)	40.00	0	45.00	£ 5.00	£ -	Delete as de-regulation means that we can no longer charge

SERVICES	Current Brent Charges	Current Brent Volume	Proposed amendment	Increase / unit	Potential Income from Increase	Rationale
Sex establishments	5000.00	1	2000.00	-£ 3,000.00	-£3,000.00	Westminster case – Hemming v LB Westminster– have to reduce the cost as it does not cost £5k to inspect. Local Authority will be challenged about the cost and there is no justification for 5K.
Street trading (new application)	73.00	20	74 plus £3 per sq. metre per day	£ 1.00	£20.00	Cost recovery
Street trading (variation)	49.00	0	50.00	£ 1.00	£ -	Cost recovery
Licensing Surgeries (to help small businesses)	125.00		150.00	£ 25.00	£ -	Provision of new service for small businesses based on cost recovery
Rejected searches	0.00	800	25.00	£ 25.00	£10,000.00	New charge. There are approximately 800 rejected searches per annum. However, it must be noted that land charges for solicitors is a competitive field and once they realise there are going to be charges for rejected searches, the number of rejected searches will fall. Therefore, it must not be assumed that this additional income will be forth coming regularly. It is likely to drop. Although current volume is 800 – the total number of searches has been consistently dropping over the last three months. Therefore, the potential increase should be £10,000
				TOTAL INCOME	£7,169.00	
Public Realm (Recreation)						
Hire of pavilion per hour	48.00	5	£ 50.00	£ 2.00	£10.00	Modest uplift after two years of static fees
Hire of pavilion per hour after 8pm in Winter, after 10pm in summer per hour	62.00	1	£ 64.00	£ 2.00	£2.00	Modest uplift after two years of static fees
Partial cost recovery of events in parks - Category 2	160.00	15	£ 1,000.00	£ 840.00	£12,600.00	To better reflect the cost of accommodating events

SERVICES	Current Brent Charges	Current Brent Volume	Proposed amendment	Increase / unit	Potential Income from Increase	Rationale
Partial cost recovery of events in parks - Category 3	320.00	5	£ 2,000.00	£ 1,680.00	£8,400.00	To better reflect the cost of accommodating events
Reinstatement (Refundable deposit)- category 3	1000.00		£ 2,500.00	£ 1,500.00	£ -	To better reflect the cost of accommodating events
Partial cost recovery of events in parks (ticketed events) up to 300 hundred attendees	0.00	1	£ 200.00	£ 200.00	£200.00	To better reflect the cost of accommodating events
Deposit	0.00	0	£ 3,000.00	£ 3,000.00	£ -	To better reflect the cost of accommodating events
Partial cost recovery of events in parks (ticketed events) up to 600 hundred attendees	0.00	1	£ 400.00	£ 400.00	£400.00	To better reflect the cost of accommodating events
Deposit	0.00		£ 6,000.00	£ 6,000.00	£ -	To better reflect the cost of accommodating events
Partial cost recovery of events in parks (ticketed events) up to 1000 hundred attendees	0.00	new charge	£ 900.00	£ 900.00		To better reflect the cost of accommodating events
Deposit	0.00		£ 10,000.00	£ 10,000.00	£ -	To better reflect the cost of accommodating events
Soccer Adult Single	75.30	40	£ 77.00	£ 1.70	£68.00	Modest uplift after two years of static fees. To better align with neighbouring boroughs
Soccer Adult Short Season [13 week pre booked]	885.00	20	£ 902.00	£ 17.00	£340.00	Modest uplift after two years of static fees. To better align with neighbouring boroughs
Soccer Adult Long Season [17 weeks pre-booked]	1155.00	15	£ 1,178.00	£ 23.00	£345.00	Modest uplift after two years of static fees. To better align with neighbouring boroughs

SERVICES	Current Brent Charges	Current Brent Volume	Proposed amendment	Increase / unit	Potential Income from Increase	Rationale
Soccer Junior 11-a-side Single	45.20	0	£ 46.10	£ 0.90	£ -	Modest uplift after two years of static fees. To better align with neighbouring boroughs
Soccer Junior 9-a-side Single	39.10	0	£ 40.00	£ 0.90	£ -	Modest uplift after two years of static fees. To better align with neighbouring boroughs
Soccer Junior 7-a-side Single	26.50	0	£ 27.00	£ 0.50	£ -	Modest uplift after two years of static fees. To better align with neighbouring boroughs
Soccer Junior 5-a-side Single	17.75	0	£ 18.50	£ 0.75	£ -	Modest uplift after two years of static fees. To better align with neighbouring boroughs
Soccer Junior 11-a-side Short Season [13 week pre booked]	530.00	0	£ 540.00	£ 10.00	£ -	Modest uplift after two years of static fees. To better align with neighbouring boroughs
Soccer Junior 11-a-side Long Season [17 weeks pre-booked]	693.00	8	£ 707.00	£ 14.00	£112.00	Modest uplift after two years of static fees. To better align with neighbouring boroughs
Soccer Junior 9-a-side Short Season [13 week pre booked]	460.00	2	£ 470.00	£ 10.00	£20.00	Modest uplift after two years of static fees. To better align with neighbouring boroughs
Soccer Junior 9-a-side Long Season [17 weeks pre-booked]	600.00	2	£ 612.00	£ 12.00	£24.00	Modest uplift after two years of static fees. To better align with neighbouring boroughs
Soccer Junior 7-a-side Short Season [13 week pre booked]	310.00	2	£ 317.00	£ 7.00	£14.00	Modest uplift after two years of static fees. To better align with neighbouring boroughs
Soccer Junior 7-a-side Long Season [17 weeks pre-booked]	405.00	0	£ 413.00	£ 8.00	£ -	Modest uplift after two years of static fees. To better align with neighbouring boroughs

SERVICES	Current Brent Charges	Current Brent Volume	Proposed amendment	Increase / unit	Potential Income from Increase	Rationale
Soccer Junior 5-a-side Short Season [13 week pre booked]	210.00	12	£ 215.00	£ 5.00	£60.00	Modest uplift after two years of static fees. To better align with neighbouring boroughs
Soccer Junior 5-a-side Long Season [17 weeks pre-booked]	275.00	1	£ 280.00	£ 5.00	£5.00	Modest uplift after two years of static fees. To better align with neighbouring boroughs
Rugby Adult Single	81.50	99	£ 84.00	£ 2.50	£247.50	Modest uplift after two years of static fees. To better align with neighbouring boroughs
Rugby junior single	47.25	6	£ 49.00	£ 1.75	£10.50	Modest uplift after two years of static fees. To better align with neighbouring boroughs
Gaelic Adult single (with changing)	100.00	0	£ 102.00	£ 2.00	£ -	Modest uplift after two years of static fees. To better align with neighbouring boroughs
Gaelic Adult single (without changing)	70.00	0	£ 71.50	£ 1.50	£ -	Modest uplift after two years of static fees. To better align with neighbouring boroughs
Gaelic junior single (with changing)	57.00	0	£ 60.00	£ 3.00	£ -	Modest uplift after two years of static fees. To better align with neighbouring boroughs
Gaelic junior single (without changing)	39.90	0	£ 41.00	£ 1.10	£ -	Modest uplift after two years of static fees. To better align with neighbouring boroughs
Hurling Adult single	100.00	0	£ 102.00	£ 2.00	£ -	Modest uplift after two years of static fees. To better align with neighbouring boroughs
Hurling Junior single	52.50	0	£ 53.50	£ 1.00	£ -	Modest uplift after two years of static fees. To better align with neighbouring boroughs
Cricket single	105.00	6	£ 110.00	£ 5.00	£30.00	Modest uplift after two years of static fees. To better align with neighbouring boroughs
Cricket Adult [11 week season]	1095.00	9	£ 1,116.00	£ 21.00	£189.00	Modest uplift after two years of static fees. To better align with neighbouring boroughs
Cricket Junior (11 week season)	545.00	0	£ 556.00	£ 11.00	£ -	Modest uplift after two years of static fees. To better align with neighbouring boroughs

SERVICES	Current Brent Charges	Current Brent Volume	Proposed amendment	Increase / unit	Potential Income from Increase	Rationale
Cricket junior single	63.00	0	£ 64.50	£ 1.50	£ -	Modest uplift after two years of static fees. To better align with neighbouring boroughs
Artificial cricket wicket (adults) per match	73.50	48	£ 75.00	£ 1.50	£72.00	Modest uplift after two years of static fees. To better align with neighbouring boroughs
Artificial cricket wicket (juniors) per match	44.00	0	£ 45.00	£ 1.00	£ -	Modest uplift after two years of static fees. To better align with neighbouring boroughs
Bowls- per green	2300.00	3	£ 2,345.00	£ 45.00	£ 135.00	Modest uplift after two years of static fees. To better align with neighbouring boroughs
Bowls - per rink per season	465.00	0	£ 474.00	£ 9.00	£ -	Modest uplift after two years of static fees. To better align with neighbouring boroughs
Tennis Court - adult, per hour	6.50	1181	£ 6.63	£ 0.13	£153.53	Modest uplift after two years of static fees. To better align with neighbouring boroughs
Tennis court - junior, per hour	0.00	1310	£ 2.00	£ 2.00	£2,620.00	New charge. To better align with neighbouring boroughs
Tennis court - where no more than 50% of players are adults	3.25	1682	£ 3.30	£ 0.05	£84.10	Modest uplift after two years of static fees. To better align with neighbouring boroughs
Multi Use Games Areas (not including changing rooms)	0.00	new charge	Should be £17.25	£ 17.25		New charge. To better align with neighbouring boroughs
Netball Court - adult per hour (not including changing rooms)	15.00	1	£ 30.00	£ 15.00	£15.00	To better align with neighbouring boroughs
Netball Court - junior per hour (not including changing rooms)	9.00	1	£ 20.00	£ 11.00	£11.00	To better align with neighbouring boroughs

SERVICES	Current Brent Charges	Current Brent Volume	Proposed amendment	Increase / unit	Potential Income from Increase	Rationale
Adult training soccer/rugby/Gaelic/Hurling not on a pitch (per 2 hours including changing rooms, excluding floodlights)	50.00	400	£ 60.00	£ 10.00	£4,000.00	To better align with neighbouring boroughs
Junior training soccer/rugby/Gaelic/hurling not on a pitch (per 2 hours including changing rooms, excluding floodlights)	31.50	40	£ 35.00	£ 3.50	£140.00	To better align with neighbouring boroughs
Floodlights per hour	0.00	60	£20	£ 20.00	£1,200.00	To better align with neighbouring boroughs
Yoga in the park unmarked ground	0.00	new charge	£16 per hour			New charge to help regulate the use of parks for yoga
Unmarked ground school/sports use (Morning or afternoon - 3 hours including changing rooms)	48.00	20	£ 50.00	£ 2.00	£40.00	Modest uplift after two years of static fees. To better align with neighbouring boroughs
Hire of changing rooms only (during normal staffing hours)	31.50	1	£ 48.00	£ 16.50	£16.50	To better align with neighbouring boroughs
Power Driven Model Aircraft Flying Licence	37.00	26	£ 38.00	£ 1.00	£26.00	Modest uplift after two years of static fees. To better align with neighbouring boroughs
Late cancellation fees	0.00	20	15%	£ 0.15	£3.00	New charge to address issue of late cancellation

SERVICES	Current Brent Charges	Current Brent Volume	Proposed amendment	Increase / unit	Potential Income from Increase	Rationale
Bootcamp/ personal fitness sessions (per hour)	0.00	1	£ 50.00	£ 50.00	£50.00	New charge in response to rise in demand for boot camps and personal fitness in parks
Burial rights - Person 16yrs (ADULT) + (earth)	2140.00	300	£ 2,200.00	£ 60.00	£18,000.00	To better align with neighbouring boroughs
Burial rights - Baby/Child under 16 full grave space	2140.00	5	£ 2,200.00	£ 60.00	£300.00	To better align with neighbouring boroughs
Burial rights - Baby/Child under 16 half grave space	725.00	20	£ 950.00	£ 225.00	£4,500.00	To better align with neighbouring boroughs
Burial rights - Path side graves (earth)	3230.00	8	£ 3,250.00	£ 20.00	£160.00	To better align with neighbouring boroughs
Burial rights - Woodland grave for 1 interment (includes 1 tree)	2405.00	5	£ 2,450.00	£ 45.00	£225.00	To better align with neighbouring boroughs
Burial rights - Woodland grave for ashes	2405.00	0	£ 2,450.00	£ 45.00	£ -	To better align with neighbouring boroughs
Interment - Person 16yrs (ADULT) + (earth)	665.00	300	£ 700.00	£ 35.00	£10,500.00	To better align with neighbouring boroughs
Interment - Baby/Child under 16 full grave space	235.00	5	£ 250.00	£ 15.00	£75.00	To better align with neighbouring boroughs
Interment - Baby/Child under 16 half grave space	185.00	20	£ 200.00	£ 15.00	£300.00	To better align with neighbouring boroughs
Fees & Charges applicable to only Brent residents - Re-open Graves						
Interment - Person 16yrs + (earth)	665.00	50	£ 960.00	£ 295.00	£14,750.00	To better align with neighbouring boroughs

SERVICES	Current Brent Charges	Current Brent Volume	Proposed amendment	Increase / unit	Potential Income from Increase	Rationale
Interment - Person 16yrs + (vault)	330.00	1	£ 350.00	£ 20.00	£20.00	To better align with neighbouring boroughs
Fees & Charges applicable to only Brent residents - Common Graves						
Interment - Person 16yrs + (earth)	950.00	5	£ 1,000.00	£ 50.00	£250.00	To better align with neighbouring boroughs
Interment - Baby/Child under 16 full grave space	590.00	2	£ 600.00	£ 10.00	£20.00	To better align with neighbouring boroughs
Interment - Baby/Child under 16 half grave space	295.00	30	£ 350.00	£ 55.00	£1,650.00	To better align with neighbouring boroughs
Fees & Charges applicable to only Brent residents - Cremated Remains / Ashes						
Burial rights - In new half grave space	810.00	30	£ 840.00	£ 30.00	£900.00	To better align with neighbouring boroughs
Interment - In new half grave space	210.00	20	£ 220.00	£ 10.00	£200.00	To better align with neighbouring boroughs
Interment - In existing graves space	210.00	20	£ 220.00	£ 10.00	£200.00	To better align with neighbouring boroughs
Interment - in existing vault	125.00	0	£ 130.00	£ 5.00	£ -	To better align with neighbouring boroughs
Fees & Charges applicable to Non Brent residents						
Burial rights - Person 16yrs + (earth)	3245.00	100	£ 3,360.00	£ 115.00	£11,500.00	To better align with neighbouring boroughs
Burial rights - Baby/Child under 16 full grave space	3245.00	0	£ 3,360.00	£ 115.00	£ -	To better align with neighbouring boroughs
Burial rights - Baby/Child under 16 half grave space	1090.00	12	£ 1,150.00	£ 60.00	£720.00	To better align with neighbouring boroughs
Burial rights - Path side graves (earth)	4870.00	20	£ 4,900.00	£ 30.00	£ 600	To better align with neighbouring boroughs

SERVICES	Current Brent Charges	Current Brent Volume	Proposed amendment	Increase / unit	Potential Income from Increase	Rationale
Burial rights - Woodland grave for 1 interment (includes 1 tree)	3505.00	0	£ 3,550.00	£ 45.00	£ -	To better align with neighbouring boroughs
Burial rights - Woodland grave for ashes	3505.00	0	£ 3,550.00	£ 45.00	£ -	To better align with neighbouring boroughs
Interment - Person 16yrs + (earth)	1010.00	10	£ 1,025.00	£ 15.00	£150.00	To better align with neighbouring boroughs
Interment - Baby/Child under 16 full grave space	350.00	5	£ 360.00	£ 10.00	£50.00	To better align with neighbouring boroughs
Interment - Baby/Child under 16 half grave space	275.00	15	£ 285.00	£ 10.00	£150.00	To better align with neighbouring boroughs
Interment - Path side graves (earth)	1010.00	15	£ 1,025.00	£ 15.00	£225.00	To better align with neighbouring boroughs
Interment - Woodland grave for 1 interment (includes 1 tree)	1010.00	5	£ 1,025.00	£ 15.00	£75.00	To better align with neighbouring boroughs
Interment - Woodland grave for ashes	320.00	0	£ 330.00	£ 10.00	£ -	To better align with neighbouring boroughs
Fees & Charges applicable to Non Brent residents - Re-open Graves						
Interment - Person 16yrs + (earth)	1010.00	1	£ 1,025.00	£ 15.00	£15.00	To better align with neighbouring boroughs
Fees & Charges applicable to Non Brent residents - Common Graves						
Interment - Person 16yrs + (earth)	1430.00	3	£ 1,460.00	£ 30.00	£90.00	To better align with neighbouring boroughs
Interment - Baby/Child under 16 full grave space	895.00	2	£ 910.00	£ 15.00	£30.00	To better align with neighbouring boroughs
Interment - Baby/Child under 16 half grave space	445.00	20	£ 460.00	£ 15.00	£300.00	To better align with neighbouring boroughs

SERVICES	Current Brent Charges	Current Brent Volume	Proposed amendment	Increase / unit	Potential Income from Increase	Rationale
Fees & Charges applicable to Non Brent residents - Cremated Remains / Ashes						
Burial rights - In new half grave space	1215.00	10	£ 1,635.00	£ 420.00	£4,200.00	To better align with neighbouring boroughs
Interment - In new half grave space	320.00	15	£ 390.00	£ 70.00	£1,050.00	To better align with neighbouring boroughs
Interment - In existing graves space	320.00	5	£ 390.00	£ 70.00	£350.00	To better align with neighbouring boroughs
Interment - in existing vault	195.00	0	£ 200.00	£ 5.00	£ -	To better align with neighbouring boroughs
Additional Charges for both Brent residents & non residents						
Coffin/casket 7' long or 28" wide in earth grave	395.00	30	£ 410.00	£ 15.00	£450.00	To better align with neighbouring boroughs
Coffin/casket 7' long or 30+" wide in earth grave	525.00	30	£ 540.00	£ 15.00	£450.00	To better align with neighbouring boroughs
Earth grave for 3 (Carpenders park only)	535.00	5	£ 545.00	£ 10.00	£50.00	To better align with neighbouring boroughs
Shroud timbers & slats	110.00	10	£ 130.00	£ 20.00	£200.00	To better align with neighbouring boroughs
Grave surround	35.00	5	£ 45.00	£ 10.00	£50.00	To better align with neighbouring boroughs
Transfer burial rights	70.00	30	£ 80.00	£ 10.00	£300.00	To better align with neighbouring boroughs
Burial Register search fee	27.00	40	£ 30.00	£ 3.00	£120.00	To better align with neighbouring boroughs
Chapel hire	65.00	3	£ 75.00	£ 10.00	£30.00	To better align with neighbouring boroughs
Saturday burials at Alperton, Paddington and Willesden	575.00	5	£ 600.00	£ 25.00	£125.00	To better align with neighbouring boroughs

Page 163

SERVICES	Current Brent Charges	Current Brent Volume	Proposed amendment	Increase / unit	Potential Income from Increase	Rationale
Cancellation of an interment or late arrival of funeral cortege of more than 20 mins	170.00	5	£ 250.00	£ 80.00	£400.00	To better align with neighbouring boroughs
Memorial [full with Landing]	245.00	103	£ 295.00	£ 50.00	£5,150.00	To better align with neighbouring boroughs
Headstone / plaque	245.00	100	£ 250.00	£ 5.00	£500.00	To better align with neighbouring boroughs
Inscriptions / works	85.00	50	£ 90.00	£ 5.00	£250.00	To better align with neighbouring boroughs
Memorial removal for interment	130.00	40	£ 140.00	£ 10.00	£400.00	To better align with neighbouring boroughs
Memorial replacement after interment	130.00	40	£ 140.00	£ 10.00	£400.00	To better align with neighbouring boroughs
Memorial raise and level (full memorials)	52.50	10	£ 55.00	£ 2.50	£25.00	To better align with neighbouring boroughs
Memorial raise and level (plaques)	36.75	10	£ 38.00	£ 1.25	£12.50	To better align with neighbouring boroughs
Tree Plaque at Carpenders Park (inc. VAT) (Single)	195.00	1	£ 200.00	£ 5.00	£5.00	To better align with neighbouring boroughs
Tree Plaque at Carpenders Park (inc. VAT) (Double)	250.00	7	£ 270.00	£ 20.00	£140.00	To better align with neighbouring boroughs
Bench with plaque on to existing landing (inc. VAT)	935.00	10	£ 1,100.00	£ 165.00	£1,650.00	To better align with neighbouring boroughs

Page 104

SERVICES	Current Brent Charges	Current Brent Volume	Proposed amendment	Increase / unit	Potential Income from Increase	Rationale
Bench Plaques only at Carpenders Park (inc. VAT - 5 years)	125.00	10	£ 130.00	£ 5.00	£50.00	To better align with neighbouring boroughs
Concrete based bench with plaque (inc. VAT not at Carpenders Park)	1100.00	10	£ 1,200.00	£ 100.00	£1,000.00	To better align with neighbouring boroughs
Burial Register search fee	27.00	40	£ 30.00	£ 3.00	£120.00	To better align with neighbouring boroughs
Chapel hire	65.00	3	£ 75.00	£ 10.00	£30.00	To better align with neighbouring boroughs
Saturday burials at Alperton, Paddington and Willesden	575.00	5	£ 600.00	£ 25.00	£ 125.00	To better align with neighbouring boroughs
Cancellation of an interment or late arrival of funeral cortege of more than 20 mins	170.00	5	£ 250.00	£ 80.00	£400.00	To better align with neighbouring boroughs
Memorial [full with Landing]	245.00	103	£ 295.00	£ 50.00	£5,150.00	To better align with neighbouring boroughs
Headstone / plaque	245.00	100	£ 250.00	£ 5.00	£500.00	To better align with neighbouring boroughs
Inscriptions / works	85.00	50	£ 90.00	£ 5.00	£250.00	To better align with neighbouring boroughs
Memorial removal for interment	130.00	40	£ 140.00	£ 10.00	£400.00	To better align with neighbouring boroughs
Memorial replacement after interment	130.00	40	£ 140.00	£ 10.00	£400.00	To better align with neighbouring boroughs
Memorial raise and level (full memorials)	52.50	10	£ 55.00	£ 2.50	£25.00	To better align with neighbouring boroughs
Memorial raise and level (plaques)	36.75	10	£ 38.00	£ 1.25	£12.50	To better align with neighbouring boroughs

SERVICES	Current Brent Charges	Current Brent Volume	Proposed amendment	Increase / unit	Potential Income from Increase	Rationale
Tree Plaque at Carpenders Park (inc. VAT) (Single)	195.00	1	£ 200.00	£ 5.00	£5.00	To better align with neighbouring boroughs
Tree Plaque at Carpenders Park (inc. VAT) (Double)	250.00	7	£ 270.00	£ 20.00	£140.00	To better align with neighbouring boroughs
Bench with plaque on to existing landing (inc. VAT)	935.00	10	£ 1,100.00	£ 165.00	£1,650.00	To better align with neighbouring boroughs
Bench Plaques only at Carpenders Park (inc. VAT - 5 years)	125.00	10	£ 130.00	£ 5.00	£50.00	To better align with neighbouring boroughs
Concrete based bench with plaque (inc. VAT not at Carpenders Park)	1100.00	10	£ 1,200.00	£ 100.00	£1,000.00	To better align with neighbouring boroughs
				TOTAL INCOME	£125,213.13	
Pest Control						
Pest - Bedbugs (2 visits)	199.00	160	£220.00	£ 21.00	£3,360.00	<p>There are a number of reasons for increasing charges -</p> <ol style="list-style-type: none"> 1) There have been no price increases in Brent Pest Control charges for the last 3 years 2) The cost of stock (rodenticides, insecticides) has increased in line with inflation every year and we have kept our prices the same - the same can be applied to staff costs. 3) In line with pest control companies of a similar size and stature the new prices are more comparable 4) we are now on a par with what other local authorities charge <p>* Please note that the £97 charge for cockroaches is only for one visit. The increase to £139 is for 2 visits. Currently the service are carrying out one visit but are having to follow up, which is leading to follow up visits for free. In reality cockroach treatment should always be 2 visits.</p>
Combined Rats and cockroaches	163.00	9	£227.00	£ 64.00	£576.00	
Pest - Beetles, garden ants (1 visit)	97.00	6	£99.00	£ 2.00	£12.00	
Pest - Cockroaches (1 visit)	97.00	97	£139.00*	£ 42.00	£4,074.00	
Pest - Fleas (2 visits)	139.00	19	£144.00	£ 5.00	£95.00	
Pest - Mice (3 visits)	97.00	508	£110.00	£ 13.00	£6,604.00	
Combined mice and cockroaches	163.00	8	£227.00	£ 64.00	£512.00	

SERVICES	Current Brent Charges	Current Brent Volume	Proposed amendment	Increase / unit	Potential Income from Increase	Rationale
Pest - Rats (3 visits)	97.00	380	£110.00	£ 13.00	£4,940.00	
Pest - Wasps (1 visit)	56.00	160	£60.00	£ 4.00	£640.00	
Wasps (two nests at same premises)	81.00		£85.00	£ 4.00		
Pest - multiple property discount	-15.00	unable to report	-£10			
				TOTAL INCOME	£20,813.00	
Public Safety						
Stadium Safety Certification (General/New Style)	1500.00	1 x 80hrs	95 per hour (approx. 160 hrs)	£ 95.00	£7,600	New charges. Our fee of £95 per hour is broadly in line with what similar stadia in London are charging and the fee represents the degree of complexity, knowledge and skill needed to enforce the legislation at the sports ground.
Stadium Safety Certification (Special)	1796.40	6 x 30hrs	95 per hour (approx. 30 hrs)	£ 95.00	£17,100	
Revision of Safety Certificate	0.00	1 x 4hrs	95 per hour (approx. 4 hrs)	£ 95.00	£380	
				TOTAL INCOME	£25,080	
Registration and Nationality						
Approved Premises Weddings Internal Monday - Thursday Before 4pm	£135.00	364	£150.00	£ 15.00	£5,460.00	No fee increase for 3 years since move to BCC Benchmarked with surrounding North West London LA's Facilities on offer higher spec than previous venue
Approved Premises Weddings Internal Friday Before 4pm	£160.00	102	£175.00	£ 15.00	£1,530.00	No fee increase for 3 years since move to BCC Benchmarked with surrounding North West London LA's Facilities on offer higher spec than previous venue

SERVICES	Current Brent Charges	Current Brent Volume	Proposed amendment	Increase / unit	Potential Income from Increase	Rationale
Approved Premises Weddings Internal Saturday Before 4pm	£230.00	237	£250.00	£ 20.00	£4,740.00	No fee increase for 3 years since move to BCC Benchmarked with surrounding North West London LA's Facilities on offer higher spec than previous venue
Approved Premises Weddings Internal Sunday Before 4pm	£300.00	79	£325.00	£ 25.00	£1,975.00	No fee increase for 3 years since move to BCC Benchmarked with surrounding North West London LA's Facilities on offer higher spec than previous venue
Approved Premises Weddings Internal Saturday After 4pm	£350.00	1	£400.00	£ 50.00	£50.00	No fee increase for 3 years since move to BCC Benchmarked with surrounding North West London LA's Facilities on offer higher spec than previous venue
Approved Premises Weddings External Venues Sunday	£400.00	43	£450.00	£ 50.00	£ 2,150.00	No fee increase for 3 years since move to BCC Benchmarked with surrounding North West London LA's Facilities on offer higher spec than previous venue
Approved Premises Weddings External Saturday	£350.00	25	£400.00	£ 50.00	£1250.00	No fee increase for 3 years since move to BCC Benchmarked with surrounding North West London LA's Facilities on offer higher spec than previous venue
Approved Premises Weddings Internal & External Venues Bank Holidays inc Christmas and Easter weekends	£400.00	7	£600.00	£ 200.00	£ 1400.00	No fee increase for 3 years since move to BCC Benchmarked with surrounding North West London LA's Facilities on offer higher spec than previous venue Increased Customer interest in marriages on public holidays especially Easter and August Bank Holidays
NCS adult fee	£55.00	1,591.00	Monday-Friday: £60.00 Saturday: £75.00	£ 5.00	£7,955.00	levied at the fee officer time and cost of copies * Demand (1191 + 400 [Monday-Friday + Saturday])
NCS minor	£35.00	701.00	Monday-Friday: £35.00 Saturday: £45.00	£ -	£ -	levied at the fee officer time and cost of copies * Demand (526 + 175 [Monday-Friday + Saturday])
Private Ceremonies (M- F)	£105.00	80	£110.00	£ 5.00	£400.00	No fee increase for 5 years
				TOTAL INCOME	26,910.00	

SERVICES	Current Brent Charges	Current Brent Volume	Proposed amendment	Increase / unit	Potential Income from Increase	Rationale
Planning						
Duty Planning Officer Service	n/a	n/a	£75.00	£75.00	£3600	To provide an accessible service to local residents and businesses.
Correspondence Service L 1 (Householder & Small Business)	200.00	81	£ 150.00	-£50.00	-£4050	To provide an accessible service to local residents and businesses.
Correspondence Service L2 (up to 4 residential units/400m2 floorspace)	800.00	39	£ 500.00	-£300.00	-£11700	To provide a coherent offer which differentiates between the nature and scale of proposals.
Correspondence Service L3 (5 to 9 residential units or 901m2 to 900m2 of floorspace)	n/a		£1000.00	£1000.00	£10000	To provide a coherent offer which differentiates between the nature and scale of proposals.
Correspondence Service L 4 (more than 10 residential units or 901m2 of floorspace)	n/a		£ 1500.00	£1500.00	£15000	To provide a coherent offer which differentiates between the nature and scale of proposals.
Meeting Service L 1 (householder & small business)	n/a		£ 275.00	£275.00	£8250	To provide an accessible service to local residents and businesses.
Meeting Service L 1 + optional Site Visit Service (householder & small business)	n/a		£ 475.00	£475.00	£9500	To provide an accessible service to local residents and businesses.
Meeting Service L 2 (up to 4 residential units or up to 499m2 of floorspace)	n/a		£750.00	£750.00	£1500	To provide a coherent offer which differentiates between the nature and scale of proposals.

SERVICES	Current Brent Charges	Current Brent Volume	Proposed amendment	Increase / unit	Potential Income from Increase	Rationale
Meeting Service L3 (5 to 9 residential units or 500 to 999m2 of floorspace)	1500.00	26	£1500.00	£0.00	0	To provide a coherent offer which differentiates between the nature and scale of proposals.
Meeting Service L4 (more than 10 residential units or more than 1,000m2 of floorspace)	4000.00-7500.00	30	£3500.00	-£500.00 to -£4000.00	-£92000	To provide a coherent offer which differentiates between the nature and scale of proposals.
Development Team service	10000.00	6	£6000.00	-£4000.00	-£24000	To provide an enhanced tailor made offer for strategic schemes.
Strategic Meeting	n/a		£4000.00	£4000.00	£40000	To provide an enhanced tailor made offer for strategic schemes.
Issue Meeting	n/a		£2000.00	£2000.00	£60000	To provide an enhanced tailor made offer for strategic schemes.
Presentation to Planning Committee	n/a		£4000.00	£4000.00	£40000	To facilitate early engagement with Councillors.
				TOTAL INCOME	£56,100	

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Appendix J (i)

FEES & CHARGES**1.0 Introduction**

- 1.1 The Brent 2020 vision sets out the actions the council needs to take over the next five years to deliver priorities and support the residents of Brent. One of the five key priorities agreed for Brent 2020 was raising additional income to support the delivery of core services.
- 1.2 This has been progressed through the establishment of the Civic Enterprise Board which, amongst other things, is tasked with implementing a strategic approach to optimise income generation including a work stream to review and revise existing fees and charges.
- 1.3 An initial budget planning document was agreed as part of the current medium term financial plan (MTFP), which outlined a rationale for increased income from fees and charges, benchmarking Brent Council with the average service income for 2013/14 for Outer London Boroughs. These amounts are the net increase in income, after deducting any necessary expenditure to provide any additional services. This formed the basis for the income target set against this work stream. In some cases the fees proposed have been adjusted downwards in recognition of changes in the market and level of competition. No additional net income was assessed for Adult Social Care, Children's services or Education / Schools.
- 1.4 To progress this work, a research exercise was undertaken. Those areas identified as offering services that attract a fee, make a charge or impose a fine were contacted to provide a record of those charges. Potential new charges/fees were also sought. The exercise also required service managers to undertake benchmarking to establish the level of charge imposed by neighbouring boroughs or by similar service providers nearby. Information was also sought with respect to the level of demand for each service.
- 1.5 An overall policy to amend Fees and Charges has been produced. This is intended to provide the means of altering fees and charges, through delegated powers, so that managers have greater flexibility and control in optimising commercial returns. A copy of the policy is provided at the bottom of this report.
- 1.6 The table below indicates the target and the potential shortfall in MTFP income generation plans after receiving revisions from service areas. The proposed revision to charges by service area is provided at Appendix I. Not all fees and charges were able to be amended because many are fixed by statute.
- 1.7 This shows that service managers are currently comfortable with revising their fees and charges upwards to a level that contributes an additional £0.7m revenue towards the Civic Enterprise target.

Additional Income MTFP Target	Target*	Yr 1	Yr 2	2 Yr Shortfall
Waste	470		376	94
Planning and Development	322	56		266
Highways and Transportation (Excl Parking)	464	86	34	344
Culture, Sport and Recreation	726	145		581

Subtotal MTFP Targets	1,982	287	410	1,285
Additional to MTFP Target				
Public Safety / Food Safety		34		-34
Licensing		7		-7
Pest Control		21		-21
Subtotal additional savings	0	62		-62
Additional Income totals	1,982	349	410	1,223

*To bring us in line with Outer London Averages 2013-14

- 1.8 **Regeneration and Environment**, therefore, offers the most significant potential for upward revision, with the main contributors being waste, sports/event bookings and burial charges within Environmental Improvement, works fees within Highways and Infrastructure, completely new enforcement work around highways damage and building works and more aggressive commercial activity with respect to pest control. Employment and Skills have not contributed to this exercise because that service is in the midst of reviewing its fees in greater detail, on the basis they are extremely complicated due to the system of concessions/means tests. Fees imposed for parking have also not been included as part this exercise because potential increases in this area are assumed by a separate savings exercise.
- 1.9 **Waste**
The council currently charges customers £40 for an annual subscription to the garden waste collection service. This operates fortnightly and has just under 20,000 customers, some of whom are eligible for a concessionary 20% reduction in the cost. Benchmarking shows that, of the 33 London Boroughs for which we have data, just under half (15) also currently impose a charge for garden waste; and of those that charge, 11 are charging more than us for a similar service, with some charging up to £96 per annum for a comparable service. Some boroughs who operate a chargeable service offer some form of means-tested/ income related discount, whilst others offer no discount. Section 93 of the Local Government Act 2003 allows local authorities to recover the costs of providing discretionary services such as garden waste collection, but the income from any charge should not exceed the cost of providing the service. The council proposes an increase to £50 for 2017/18, increasing to £60 in £2018/19, in order to move the service towards a cost neutral position. The current rate of £40 will be held for renewals made up to 31st March 2017.
- 1.10 **Highways Enforcement**
The council proposes the creation of a new Highways Enforcement team, to sit within the Environmental Improvement Service, to be specifically focused on strengthening highways enforcement (damaged infrastructure, pavements etc.) on a cost recovery basis. At present, highways enforcement is limited by virtue of the resources available. This means that the function is entirely reactive, and that the highway infrastructure is only afforded limited protection from unauthorised use and damage. It also means income from licences and fines is low. The proposal envisages a dedicated team, responsible for co-ordinating the Council's Highways Enforcement and licensing work, dealing with offences (and licensing work) relating to hoardings, skips and scaffolding, advertising boards, abandoned vehicles, untaxed vehicles,

grass verges, building materials, cranes, and vegetation overhanging the public highway. A business case has now been developed which would see the creation of a team of four, comprising, i.e. a focused team, proactively patrolling known problem areas and issuing licences and/or fines for builders' materials, skips, cranes, hoardings, and cross-overs, among other things; as well as working with the Planning and Highways team to ensure any damage incurred on the highway can be traced back to developers wherever possible, and they can be held to account for the cost of repairs. The business case demonstrates that a dedicated team would more than pay for itself through revenue generated and costs avoided. A total net benefit of £102k is anticipated.

1.11 Planning and Development

In terms of planning, one of the recommendations from the 2016 Planning Improvement Peer Challenge by the Local Government Association (LGA) related to enhancing the pre-application advice service to improve the offer generally, but particularly for local residents and small businesses and for strategically important applications. This has necessitated a review of the range of services offered and applicable fees. The current pre-application service has been reviewed to enable a clear and coherent offer that differentiates between scale and complexity of proposals, offers a greater choice of methods for receiving advice (written, meeting, site visit etc.), and ensures early councillor and corporate involvement where appropriate on strategic schemes. In some cases the fees proposed have been adjusted downwards. It is hoped this will make seeking pre-application advice more accessible. In particular, the proposal enhances the offer to householders and small businesses (currently, the fee for written advice is £200; the proposal introduces a short meeting with the Duty Planner at £75). It also enhances the offer for strategic applications which are important to the Council, offering a range of meetings and the opportunity to present to committee to seek early councillor views. The new offer and fee structure is intended to be launched in April 2017. The income received will fund the resources needed to deliver the service.

1.12 Food Safety

The Council carries out around 1000 food hygiene inspections a year of premises who are then issued a rating under the Food Hygiene Rating Scheme (FHRS) rating between 0 and 5. They can request a re-visit to re-assess any poor FHRS rating, and we currently expect approximately 10% of inspected businesses to do this. The inspections are free of charge, currently. The FHRS Brand Standard is changing in 2017 to allow Councils to charge for requests for re-rating. Brent has opted to become an early adopter of this charging scheme. The general power to charge is subject to a duty to secure that the income from charges does not exceed the costs of provision of that service (it is provided upon a non-commercial basis). No charge could be imposed for an inspection visit that is required by Law. The fee has been calculated and set at £260 per re-rating request for 2017-18. It is anticipated that the council will receive and process approximately 25 requests for re-visits/re-rating in 2017-18 equating to an income of £6,500.

1.13 Within **Community Wellbeing**, the Culture Service offered the greatest upward revision (£20k), particularly with respect to the library service and for sports activities.

1.14 Within **Resources**, the Registration and Nationality service seek to adjust prices, however the service area is subject to a separate savings target and therefore are not included in the fee increases summarised in the table at paragraph 3.7.

2.0 Legal Implications

- 2.1 The Fees and Charges Policy sets out the legal powers the Council has in respect of fees and charges.
- 2.2 In broad terms, currently in the absence of any delegations, any increase in fees and charges for regulatory services (e.g. licensing, planning etc.) have to be reported to Full Council for approval if associated with a non-executive function. Fees and charges for discretionary services are usually executive functions and therefore any increase would need to be approved by Cabinet.
- 2.3 The policy proposes that the Chief Executive and Strategic Directors, in consultation with the relevant Cabinet Member, be given the delegated power to set and vary fees and charges either annually or more frequently where this is considered necessary. The parameters within which officers can set and vary fees and charges are set out in Annex A, as are those fees and charges which have been excluded from the scope of officer delegated powers.

3.0 Financial Implications

- 3.1 Additional income of £0.7m has been identified from increasing existing fees and charges, across 2017/18 and 2018/19. This is mostly in 2018/19 and unless further opportunities are identified there will be a shortfall against the budget assumptions, requiring additional savings to be found.

4.0 Equality Implications

- 4.1 One of the five key priorities agreed for Brent 2020 was raising additional income to support the delivery of core services.
- 4.2 Any increase in fees and charges, regardless of the service provided, will have a more adverse impact on those individuals and socio-economic groups who are less able to meet the cost. Some charges may particularly impact on specific age groups (e.g. burial service charges and fees) and those who are less mobile or have a disability (e.g. waste collection charges). On the whole, however, children, young people and vulnerable adults are protected from the proposed fees and charges. No additional net income is planned for Adult Social Care, Children's services or Education / Schools. Service areas will be tasked to ensure that any changes are properly communicated and that whenever possible any specific individual needs that emerge are reasonably considered.
- 4.3 A high level Equality Analysis is included below. Any proposed changes that may have a more significant impact on service users with protected characteristics, will require individual equality analyses and will be subject to separate decisions around policy and implementation.

Brent Council Fees and Charges Policy

1 Introduction

- 1.1 By using its powers to charge for goods and services, Brent Council is able to generate additional income to support investment in services and/or reduce the overall level of expenditure to be met by local tax payers.
- 1.2 The aim of this Fees and Charges Policy is to ensure that the Council makes use of all the powers available to it in order to recover the full cost of providing services. In using these powers however, the Council will wish to take care to ensure that the consequences of charging on individuals, the wider aims of the Council itself and / or organisations do not adversely impact on those who are vulnerable or in difficulties. The Policy therefore is aimed at meeting the following objectives from the Borough Plan and 2020 Vision:-

Borough Plan

Our Values: Fairness, Respect, Equality and Excellence

2020 Vision

Raising income through our assets – to support the delivery of core services

2 Background

- 2.1 The overriding aim of the charging policy is to maximise income generation and collection to enhance the social and economic well being of the community the council serves, whilst ensuring a fair price for all services reflecting the ability of the community to pay and the relative demand for the service. Maximisation of income, following a decision to charge, is also dependent on a charge being raised and that amount being collected, both in a timely way.

Legal Position
- 2.2 The majority of the Council's statutory services, Building Control being a key exception, are funded directly from the Council's other main sources of revenue, i.e. government grants and local taxation. Examples of services funded in this way include Highways, Children's Services, Street Cleansing and Domestic Refuse services.
- 2.3 Income received by Brent from fees and charges is generated by both statutory and discretionary services. Where fees and charges apply to statutory services these are often set nationally, for example, some planning and licensing fees.
- 2.4 The remaining income generating services where the Council levies fees and charges are of a discretionary nature. These cover a wide range of services such as Libraries, Pest Control, Leisure & Recreation facilities, and Parking. Discretionary Services are those that an authority has the power to provide but is not obliged to.
- 2.5 The Legal Powers that the Council has to raise fees and charges are set out in

3 Managers' Guidance

Overview

- 3.1 The Managers' Guidance has been written to provide information to Managers in Brent Council responsible for applying fees and charges to goods and services delivered. The aim is to encourage a consistent and cost effective approach to the setting of charges for services provided by:
- a. Specifying the process and frequency for reviewing existing charges for all areas of the council's work for which charges could in principle be set
 - b. Providing guidance on the factors that need to be taken into consideration when charges are being reviewed
 - c. Requiring more active use of market intelligence when setting charges
 - d. Establishing parameters for calculating different levels of charges
 - e. Recommending the criteria for applying concessions or discounted charges consistently across the council

Calculation of Fees and Charges

- 3.2 Fees and charges raised must be based on the full cost of the service. Charges cannot be set at a level to recover more than cost if that is all the Council has the legal power to do, but the definition of cost includes direct costs of service provision together with overhead and central costs. The cost recovery limit applies to the overwhelming majority of services which the Council can set a charge for. If, however, the Council has the legal power to do so careful consideration should be given to charging more than the full cost of the service. For example, charging could be used as a tool to manage excess demand for limited spaces on leisure centre classes. In overview there are 3 ways in which fees and charges may be set:
- A) Fees and charges prescribed by legislation, usually in a regulatory context, and varied from time to time which the person liable has an obligation to pay;
 - B) Fees and charges reviewed and set by members (e.g. Cabinet or Full Council) from time to time (usually annually); and
 - C) Fees and charges reviewed and set by officers from time to time acting under delegated powers.
- 3.3 As part of the annual budget cycle each department will carry out a review of existing fees and charges together with opportunities to raise additional income from new areas of charging, and present proposals for revised charges.

Approvals

- 3.4 In broad terms setting fees for regulatory services (i.e. licensing, planning, etc) are non-executive functions. These therefore need to be submitted to Full Council for approval. Full Council can, however, delegate this function to a committee, officer etc.
- 3.5 Fees and charges for discretionary services are usually executive functions and

therefore need to be approved by Cabinet. Cabinet can, however delegate this function.

Concessionary Charging

- 3.6 The purpose of offering concessions must be to support council priorities. Generally the reasons for operating concessionary charges will fall into one of two categories: to influence the level of demand for a service or to reflect the circumstances of service users. Concessions must also be reviewed at least on an annual basis, to confirm both the level of subsidy and also their ongoing relevance.
- 3.7 The Finance Department will maintain a list of concessions in operation and keep under review requests for concessions to be offered. For customer / clients who cannot pay, action must be taken to ensure that there are sufficient safeguards in place to allow access to service, and that appropriate steps are taken to recognise the realistic payment capacity of vulnerable individuals.
- 3.8 Concessionary charges should not normally apply at times when it would result in a loss of income from customers paying the full charge, unless prior approval has been given by a senior Council officer.
- 3.9 No concessions will be provided to non-Brent residents.

Education related services

- 3.10 With regards to education related services, services and packages will be based around the academic year and not on the municipal financial year.

VAT

- 3.11 Managers must ensure that the correct treatment of VAT is applied to the fees and charges they are responsible for. The correct treatment should be agreed with Finance in advance of application.

Other statutory requirements

- 3.12 Managers must also ensure that when setting fees and charges or reporting to members they are aware of any special statutory requirements that need to be complied with. For example, before changes to some fees and charges can be implemented, there may be a statutory requirement to consult and/or publish a notice in a local newspaper.

4 Payment Methods

- 4.1 All collection methods and payment terms must be effective, efficient and appropriate for the service. The preferred methods of payment are those direct to the bank such as direct debits and standing orders. Other methods are acceptable such as cheques, payments the telephone or internet; cash via Post Office and Banks and Pay Zone / Pay Point (All Pay) outlets.
- 4.2 Wherever practical do to so payment for services provided should be sought in advance to minimise debt recovery issues.

- 4.3 The full cost recovery analysis will need to factor in the cost of processing payments and that some payment methods are preferred.

5. Equality impact Assessments

- 5.1 Under Section 149 of the Equality Act 2010, the Council has a duty when exercising its functions to have 'due regard' to the need to eliminate discrimination and other conduct prohibited under the Act and advance equality of opportunity and foster good relations between those who share a "protected characteristic" and those who do not. This is the public sector equality duty. The protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The purpose of the duty is to enquire into whether a proposed decision disproportionately affects people with a protected characteristic. In other words, the indirect discriminatory effects of a proposed decision. Due regard is the regard that is appropriate in all the circumstances.
- 5.2 Before the Council exercises its fees and charging powers, the impact on individuals or groups of individuals who share a protected characteristic must be carefully considered and properly factored into the decision making process using the Council's EA screening template.

6 Review of Policy

- 6.1 This Policy is to be reviewed a minimum of every two years to ensure consistency with wider council and departmental objectives and priorities. The next review of this Policy is scheduled to take place in April 2019.

Fees and Charges - Legal Powers

Under the Localism Act 2011 there is a general power of competence which explicitly gives councils the power to do anything that an individual can do which is not prohibited by other legislation. This activity can include **charging** (i.e. to recover the costs of providing a discretionary service which the person has agreed to) or can be undertaken for a commercial purpose (i.e. to generate efficiencies, surpluses and profits) through a special purpose trading company. This is what is more commonly known as **trading**. Charging and trading activities can be aimed at benefiting the Council, the borough or its local communities.

These powers are in addition to similar powers set out in the Local Government Act 2003. The 2003 Act empowers councils to charge for any discretionary services (i.e. services councils have the *power* to provide but do not have a *duty* to provide by law) on a cost recovery basis. For example, the Council could decide to provide a new discretionary service, that is an addition to or enhancement of a statutory service, and then charge for it.

The 2011 Act power and the 2003 Act power cannot be used where charging is prohibited or where another specific charging regime applies. Statutory guidance published in 2003 outlines how costs and charges should be established and that guidance remains in force (see: '*General Power for Best Value Authorities to Charge for Discretionary Services*', ODPM, 2003). The Council must have regard to the guidance when charging for discretionary services under the 2003 Act.

In particular, the guidance contains useful advice on setting charges. It explains that for each discretionary service for which a charge is made, councils need to secure that, taking one year with another, the income from charges for that service does not exceed the costs of provision. The requirement to take one year with another recognises the practical difficulties council will face in estimating the charges. It establishes the idea of balancing the books over a period of time (not less than 1 year and no more than 3 years). Any over or under recovery that results in a surplus or deficit of income in relation to costs in one period should be addressed by the council when setting its charges for future periods so that over time income equates to costs.

The 2003 Act also enables councils to trade in activities related to their functions on a commercial basis with a view to profit through a company.

Under the Local Authorities (Goods and Services) Act 1970 councils also have powers to enter into agreements with each other and a long list of designated bodies. These activities are not limited to cost recovery and a profit can be generated from these activities.

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Fees and Charges Policy - Guidance for Managers

1) Process and Frequency for Reviewing Charges

At a minimum, an annual review of all charges should be undertaken to ensure they are consistent with the Council's priorities, are fully recovering all costs and take account of service aims, market sensitivity and customer preferences.

The setting of appropriate fees and charges should be an integral part of service planning and improvement. The following arrangements for reviewing charges will be applied to all areas of the Council where charges for services already exist or could in principle be set:

- Reviews should be carried out in consultation with the relevant Cabinet Member.
- The Chief Executive or the relevant Strategic Director, in consultation with the relevant Cabinet Member, have the delegated power to set and vary fees and charges either annually or more frequently where this is considered necessary. For example, in order to protect usage and income in response to significant market developments. The parameters within which officers can set and vary fees are set out in **Annex A**. However, there are some fees and charges which officers cannot set or vary because it requires a decision by members. The fees and charges which have been excluded from the scope of officer delegated powers are also set out in **Annex A**.
- When introducing a new charge it will be necessary to establish the lawful basis of any charge.

2) Factors to consider when reviewing charges

Reviews of charges will need to consider the following factors:

- inflationary pressures - charges should be increased in line with inflation unless there is a good reason why not. It is good practice to use a consistent measure of inflation across services where possible.
- the actual or potential impact of any competition in terms of price or quality
- trends in user demand and the forecast effect of price changes
- customer survey results
- whether the particular service should be expected to cover its costs or should be subsidised, and to what extent
- council wide and service budget targets
- cost structure implications arising from developments such as investments made in the service
- alternative charging structures that could be more effective
- proposals for targeted promotions during the year, and evaluation of any that took place in the previous year
- method and cost of income collection

- any bad debt provisions as appropriate
- time factors where advance bookings have been taken, notifications to customers of any change to fees must be timely and in advance
- if fees are amended regularly during the year, considerations need to be given to amending internal systems, particularly re: paid customers
- the public sector equality duty (i.e. section 149 of the Equality Act 2010)
- Social Value impact

A list of questions is provided at **Annex B** to assist service managers to review fees and charges.

3) The Use of Market Intelligence

All managers of services for which a new charge is introduced (particularly for services that have previously been provided for free) should consult with the market and users of the service who are most likely to be affected on the range, quality and cost of the services. Where cost effective to do so, comprehensive and accurate usage statistics, commensurate to the size of the service, should be maintained for all services and at all facilities where charges are made. This will enable analysis of usage, justification of any subsidy given by the Council and accurate forecasting of the effect of price changes on usage. This is necessary to understand the needs, behaviour and expectations of the market and its users, and their ability to pay. This information should be used in the review of charges.

All managers of services for which a charge is made should take steps to identify competitors offering similar or related services, and make use of comprehensive and dynamic market intelligence in evaluating:

- their charging policy
- the range of services provided
- the quality of services provided
- their cost structure

Benchmarking should be undertaken regularly with other councils in the local area, service providers and with relevant national groupings of authorities, to ensure that charges are at comparable levels and that significant differences are understood and justified.

4) Parameters for calculating different levels of charges

Charges should be set at a level to maximise both take-up and income targets. Wherever possible the income raised should cover the full cost of providing the service in question. If a service is unable to cover the full cost then the subsidy to the service should be fully justified in terms of achieving the Council's priorities. There are restrictions on making a profit from Charging in most cases. Guidance on calculating full costs is set out in **Annex C**.

Full cost should be based on the direct cost of service provision including staff, supplies and services, equipment, premise costs including support service costs where appropriate but not capital charges – however the revenue implications of capital charges can be considered after consultation with Finance.

For certain services it will be normal entrepreneurial practice to set Promotional Charges, Differential Charging and Frequent User Discounts:

- Promotional Charges are defined as short term charges that are targeted to increase take-up or awareness of the services that are available
- Differential Charges can be used to dampen demand at peak times and increase revenue from spare capacity
- Frequent User Discounts are to be used only for commercial reasons such as generating customer loyalty where alternative provision from competitors exists, and where market analysis shows a real risk of reduced income if they are not offered.

Fines - There may be circumstances where income generation is not the key driver for the way in which charges are set, for example, where the Council wishes to manage demand, or deter or incentivise certain behaviours such as encouraging re-cycling, discouraging trade use of civic amenity waste sites etc. In this context, however, the general principles of charging should apply and in particular that any charged activities, enforcement etc must at least recover cost.

5) Concessions

There are two potential areas of concessions, the first type based on an individual's status, for example child, student, pensioner, disabled person plus a second level based on ability to pay linked to receipt of means-tested benefits, such as housing benefit.

Concessionary charges should not normally apply at times or in situations which would result in the loss of income from customers paying the full charge. No concessions will be provided to non-Brent Council residents.

Within the overall aim of minimising any social or economic barriers to the take-up of services,

Managers should at all times consider ways in which a proportion of income generated from charges could be used in the interests of social inclusion. The types of mechanisms that might

be made available to encourage take-up of council services by disadvantaged groups might include transport to facilities, provision of child care, additional promotional discounts to encourage use, or development activity to raise levels of aspiration. Accurate user statistics should be maintained to ensure that a subsidy being provided on social inclusion grounds is effective.

6) Parking

The level of on-street parking charges must be set for traffic management reasons, such as to ration available space and ensure that there is a rapid turnover of parking spaces, rather than to maximise revenue. Whilst it is reasonable for a Council to take due regard of estimated costs and income arising from the management of parking, it is not lawful for a local authority to use the Road Traffic Regulation Act 1984 to justify imposing charges to raise revenue. This is because section 122 of the Road Traffic Regulation Act 1984 does not include the maximisation of revenue from parking charges as one of the relevant considerations to be taken into account in securing the safe, expeditious and convenient movement of traffic.

Fees and Charges Charging Policy Framework

Annex A

Setting of Fees and Charges by Officers

1) Statutory Fees

These are set by Government and the Council is unable to vary the amounts to be charged. The Chief Executive or the relevant Strategic Director can implement any changes to statutory fees in accordance with the law and any changes shall be reported to Cabinet and Full Council as part of the annual budget process.

2) All other fees and charges

- i) The following fees and charges must be approved by Cabinet or Full Council (in the absence of any other delegation) before any changes are made:-
 - Parking fees
 - Garden waste fees
- ii) Other than those fees and charges set out in 2(i) above, all other fees and charges may be set or varied from time to time to reflect increases in inflation or market conditions on the following basis:-
 - a) The Chief Executive and relevant Strategic Director may impose new fees and charges, or vary current fees and charges up to +/-20% overall in any one calendar year period.
 - b) However, if the fees and charges are below £1, they can be increased by up to £1 overall in any one calendar year period.
 - c) Any new or varied fees and charges must be reported to Cabinet and Full Council as part of the annual budget process.

Annex B

The Head of Service is responsible for the target setting and performance management of income generation.

Charging Review – Questions to be considered

The following questions, based on the Audit Commission's 2008 document *“Positively Charged”*, are provided to assist service managers to undertake a review of their charges.

1. What do we want to achieve including:

- How much income is being targeted for and why?
- Whose use of services does the Council wish to subsidise and by how much?
- Whose behaviour does the Council wish to influence and in what ways?
- How will charges help improve value for money, equity and access to services?

2. What's the current picture?

- What is the current charge?
- How do charges compare to similar councils and other service providers?
- How are charges structured and why?
- Are cost effective mechanisms available for paying and collecting charges?
- Are income targets being achieved?
- What is the impact, intended or unintended, of charges on local people?
- Which people are using services and which aren't?
- Which users are paying for services and which aren't?
- Are concessions being taken up by the people at whom they are targeted?
- Are the take-up of related benefits in this area being maximised?

3. What do local people think of our charges?

- Have service users and the public been consulted about the current and proposed charges plus their views on value for money of the service?

4. What are the next steps?

- What changes, if any, should be made to the level and structure of charges?
- How will the impact of charges be evaluated?
- What data will be required?
- Can the data be collected cost effectively?
- When will approach be reviewed?

Annex C

Calculation of Overheads Costs in Fees

1. Introduction

The full cost of running the organisation will not be visible to service managers who may be making commercial decisions as to the setting of fees and charges. The basis upon which the costs of delivering a service are calculated can be used to determine if charging or trading is an appropriate model for maximising income.

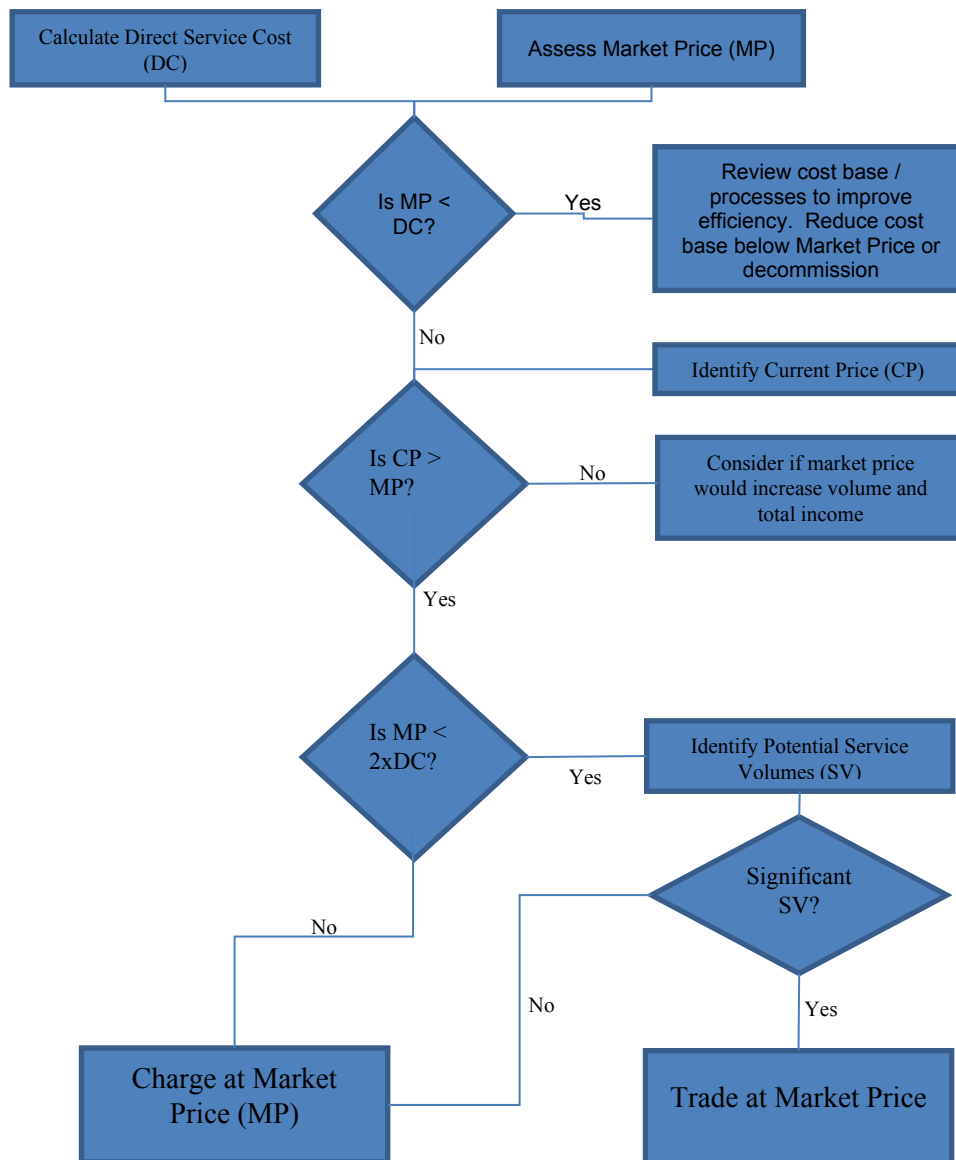
2. The difference between Charging and Trading

Charging in the context of this policy means the power to charge for a service. The limiting factor in charging for goods and services provided is that in most cases it is limited to cost recovery only. Whereas trading for services allows for fees and charges to be regulated by the market. The limiting factor for trading for services is the market price for the service and the sustainability of any company set up specifically to trade for that service.

Ultimately, the maximum price for a service is set by the market, the decision as to whether to charge or to trade in that service is determined by the cost base for delivery of that service.

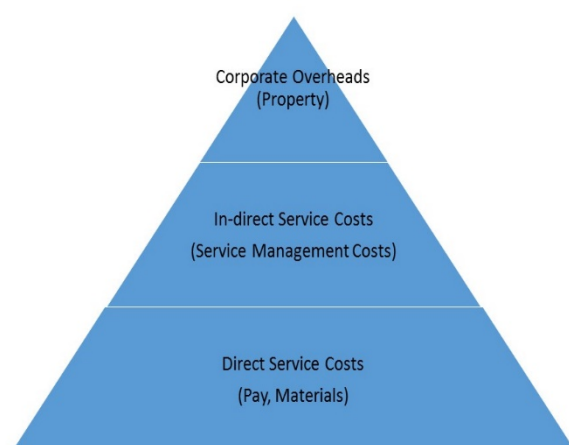
3. Trade or Charge 'Acid Test' decision matrix

The following flowchart is a simplification of the process for assessing whether charging or trading is appropriate.



4. Calculating the total cost of delivery

Calculating the costs of a service is a complex process that overlays direct costs, service overheads and corporate overheads to produce a total service unit cost.



Direct Service Costs

Direct Service Costs include Pay, National Insurance and Pension plus any associated costs such as travel, materials, printing, stationery – any costs that the service manager has within their budgetary control. The unit of cost would be based upon the service being offered – per instance, per hour, per session and would include all of the direct service costs for providing that unit of service. Units may be combined if appropriate such as visits per week to calculate the cost of a visit.

In-direct Service Costs

This could include annual leave, statutory holiday and Training (non-chargeable time), service management and administration & support, service specific IT etc.

Corporate Overheads

Corporate Overheads would include the political and management infrastructure of the Council, property and support services

5. Applying Corporate Overheads

The audited accounts of the Council have been reviewed to assess the value of corporate overheads in relation to staff costs. The Corporate Overhead costs that may be included within the calculation of the total service unit cost is **80% of the staff cost** of service provision.

Incorporating this level of corporate overheads into a total service unit cost enables the Council to set fees and charges as close to the Market Rate as possible, this maximising income from fees and charges, only considering setting up companies to trade for services where there is a compelling case to do so.

6. Recommendation

In considering which charging basis to use it is recommended that services charge the **market or benchmarked rate for fees and charges**, subject to the market price being no more than double the direct cost of providing the service. Where the market price is greater than double the direct cost of providing the service, a review of the actual costs of delivering the service should be undertaken and consideration as to whether trading in that service is appropriate.

Equality Analysis- Blank Form – Online EA System

Stage 1 Screening Data

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

The proposals are intended to vary levels of fees and charges across a range of council services to raise additional income to support the delivery of core services. The proposed fees and charges have been adjusted in line with Outer London Averages (2013-14). In some cases the fees have been adjusted downwards to be in line with competitors' charges. No additional net income is planned for Adult Social Care, Children's services or Education / Schools.

The work stream is part of the Council's Brent 2020 vision and is one of the projects the Council needs to take over the next five years so that it can continue to deliver priorities and support the residents of Brent.

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

The proposals will affect anyone in receipt of these services.

Any potential staff implications will be assessed separately.

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

Any increase in fees and charges, regardless of the service provided, will have a more adverse impact on those individuals and socio-economic groups who are less able to meet the cost.

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

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

Fees imposed for waste collection, for example, will have a more adverse impact on those less able to transport waste themselves due to a mobility difficulty, disability or age. Increased charges of burial services will have an impact on age and socio-economic groups. Decreased gym membership fees may have a positive impact on residents.

Most proposals require only a modest revision of fees and charges. Any proposed changes that may have a more significant impact on service users with protected characteristics, will require individual equality analyses and will be subject to separate decisions around policy and implementation.

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

No services will be removed but charges may increase / decrease to bring the Council in line with Outer London Averages (2013-14) or with competitors' charges. No additional net income is planned for Adult Social Care, Children's services or Education / Schools.

This work is intended to sustain and support the delivery of core services across the Council.

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

The proposals relate to the affordability of Council services. Any increase in fees and charges, regardless of the service provided, will have a more adverse impact on those individuals and socio-economic groups who are less able to meet the cost.

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

Yes.

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

Yes. It relates to the following equality objective: To ensure that local public services are responsive to different needs and treat users with dignity and respect.

Recommend this EA for Full Analysis?

Yes. At this stage a high level analysis has been carried out given the broad range of services involved.

4. Use the comments box below to give brief details of what further information you will need to complete a Full Equality Analysis. What information will give you a full picture of how well the proposal will work for different groups of people? How will you gather this information? Consider engagement initiatives, research and equality monitoring data.

Any proposed changes that may have a more significant impact on service users with protected characteristics, will require individual equality analyses and will be subject to separate decisions around policy and implementation.

Stage 2: Analysis

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

5.1 Age (*select all that apply*)

- ☐ Positive
- ☐ Neutral
- ☒ Negative

Please give details: Some charges may particularly impact on specific age groups (e.g. burial service charges and fees) those who are less mobile or have a disability (e.g. waste collection charges). On the whole, however, children, young people and vulnerable adults are protected from the proposed fees and charges. No additional net income is planned for Adult Social Care, Children's services or Education / Schools.

5.2 Disability (*select all that apply*)

- ☐ Positive
- ☐ Neutral
- ☒ Negative

Please give details:

Some charges may particularly impact on those who are less mobile or have a disability (e.g. waste collection charges). On the whole, however, children, young people and vulnerable adults are protected from the proposed fees and charges. No additional net income is planned for Adult Social Care, Children's services or Education / Schools.

5.3 Gender Identity (*select all that apply*)

- ☐ Positive
- ☒ Neutral
- ☐ Negative

Please give details:

5.4 Marriage and civil partnership (*select all that apply*)

- ☐ Positive
- ☒ Neutral
- ☐ Negative

Please give details:

5.5 Pregnancy and maternity (*select all that apply*)

- ☐ Positive
- ☐ Neutral
- ☒ Negative

Please give details:

Some charges may particularly impact on those who are less mobile (e.g. waste collection charges).

5.5 Race (*select all that apply*)

- ☐ Positive
- ☒ Not known
- ☐ Negative

Please give details:

Any proposed changes that may have a more significant impact on service users with protected characteristics, will require individual equality analyses and will be subject to separate decisions around policy and implementation.

5.7 Religion or belief (*select all that apply*)

- ☐ Positive
- ☒ Not known
- ☐ Negative

Please give details:

Any proposed changes that may have a more significant impact on service users with protected characteristics, will require individual equality analyses and will be subject to separate decisions around policy and implementation.

5.8 Sex (*select all that apply*)

- ☐ Positive
- ☒ Not known
- ☐ Negative

Please give details:

Any proposed changes that may have a more significant impact on service users with protected characteristics, will require individual equality analyses and will be subject to separate decisions around policy and implementation.

5.9 Sexual orientation (*select all that apply*)

- ☐ Positive
- ☒ Neutral
- ☐ Negative

Please give details:

5.10 Other (please specify): socio-economic groups

- ☐ Positive
- ☐ Neutral
- ☒ Negative

Please give details:

Any increase in fees and charges, regardless of the service provided, will have a more adverse impact on those individuals and socio-economic groups who are less able to meet the cost.

6. Could any of the impacts you have identified be unlawful under the Equality Act 2010? Prohibited acts include direct and indirect discrimination, harassment, victimisation and failure to make a reasonable adjustment.

- ☐ Yes
- ☒ No

Any proposed changes that may have a more significant impact on service users with protected characteristics, will require individual equality analyses and will be subject to separate decisions around policy and implementation.

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

A benchmarking exercise was undertaken to establish the arrangements and charges of comparable services at neighbouring boroughs. Those areas identified as offering services that attract a fee, make a charge or impose a fine were contacted to provide a record of those charges. Potential new charges/fees were also sought. Information was also sought with respect to the level of demand for each service.

What did you find out from consultation or data analysis?

It was established that the council offers comparable services at non-comparable charges and that there were significant opportunities to adjust charges in line with those imposed by neighbouring boroughs and local competitors.

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

The proposals are wide-ranging and cover a number of unrelated different council services.

Any proposed changes that may have a more significant impact on service users with protected characteristics, will require individual equality analyses and will be subject to separate decisions around policy and implementation.

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

The proposals were informed by analysis of charges made for similar / comparable services in neighbouring boroughs.

STAGE 3: ACTION PLANNING

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

Any proposed changes that may have a more significant impact on service users with protected characteristics, will require individual equality analyses and will be subject to separate decisions around policy and implementation.

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

Please refer to point 8 above.

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

Raising additional income is crucial for the Council so that it is able to sustain and support the delivery of core services.

Appendix K

Update on Budget consultation February 2017

Brent Connects

- 1.1. Five consultation events were held between 12 January 2016 and 3 February 2016 at locations throughout the borough. The meetings had the following levels of attendance:

Date	Location	Attendance
11 January	Brent Connects Wembley	47
18 January	Brent Connects Harlesden	32
24 January	Brent Connects Kilburn	22
7 February	Brent Connects Willesden	36
8 February	Brent Connects Kingsbury & Kenton	23

- 1.2 The Leader of the Council delivered a presentation outlining the financial position and the difficult budget choices faced by the Council. The Leader and deputy Leader then took questions from the audience and provided answers, supported by senior officers where appropriate for matters of technical detail.
- 1.3 Feedback and opinions offered from these events varied considerably. As an example of the range of opinions expressed:
- one resident stated it felt like they were paying for care twice, once through charges, and also through council tax rises;
 - whereas another thought the council was between a rock and a hard place, and had no choice but to raise council tax.

Have your say pop up sessions

- 1.3 In addition to the Brent Connects consultations, three pop up sessions were held in supermarkets across the borough for residents to comment on the budget proposals and ask questions. Again, these sessions were led by the Leader and supported by senior officers.

Online consultation

- 1.4 The online consultation closed on 3 February 2017 and 84 people responded. Their responses have varied considerably from person to person. Taking the council tax increase as an example, several people have expressed support for

it, others have opposed any rise, a handful have proposed that council tax rises should be limited to just inflation and some have made no comment either way. It is important to note that some of the proposals made could not be legally implemented by the council as they would breach the council's obligations or the council lacks the legal powers necessary to implement some of the suggestions, such as new taxes. Overall, no clear themes emerge from the responses to the consultation.

- 1.5 All of these consultation responses are important. Members need to have regard to them, but are not obliged to follow the suggestions made, and members could not legally implement some of the suggestions made. It is relevant to note that the consultees are, statistically speaking, "self selecting" and therefore not necessarily reflective of opinion in the borough as a whole, nor are they necessarily statistically significant. On the other hand, the people who have responded have chosen to take the time to review the council's proposals and to contribute their thoughts, and often their views will be representative of the views of a much larger number of people.

Supplementary Paper:
Equality Analyses of Budget Proposals

This appendix:

- outlines the equality implications of individual budget proposals on equality and socio-economic groups;
- sets out the mitigating factors and monitoring arrangements put in place;
- informs the equalities implications section in the Budget and Council Tax report - 2017/18 to 2019/20.

The equality analyses in this report are subject to change in response to alterations to any of the individual budget proposals.

Budget Options Information

Reference:	Council Tax
Service(s):	All
Lead Member(s):	Cllr McLennan

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

The Council is faced with severe cuts in its budgets in the next two years and in order to help overcome this it is proposed to:

1. Agree 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.
2. Agree that if the 2% adult social care precept in the Council's element of Council Tax is rejected, the Adult Social Care budget will grow by £1.3m in 2017/18 rather than the £3.4m proposed.

A major element of the Council's spend is on social care, and Brent faces considerable demographic challenges over the coming years. The Office for National Statistics projects that from 2017 to 2020 the number of residents over 65 years old in Brent will grow by over 8%, and the number of those under 15 years old by 3.5%. This is much faster than the population as a whole, which is nonetheless forecast to grow by 3.2% at a time when the Council's funding is being significantly reduced. Officers estimate that by 2020 over half of the Council's budget will be spent on social care.

Without the proposed additional Council Tax increase of 2% described above the Adult Social Care budget will grow by £1.3m (instead of by £3.4m), which could pose challenges to the service to meet growing demand of current and future service users. If the above proposal is approved, however, this will mean that for those households who do not receive any Council Tax support the Council Tax for a Band D property will increase by £43.92 annually, or by £3.66 per month, or by £0.84 per week (note these increases also include the 1.99% general increase in Council Tax). The increase in Council Tax will impact on all households, apart from those who receive 100% Council Tax support.

For the most financially vulnerable families the Council Tax support scheme will act as a significant mitigation to the impact of increased Council Tax. Those claimants of pensionable age may be entitled to Council Tax support equating to 100% of their Council Tax liability,

whereas working age claimants may be entitled to up to 80% of their Council Tax liability. For those working age claimants (who are not receiving full exemption due to disability or carer status) in receipt of maximum Council Tax support they will only be required to pay 20% of the full bill, and so the cost of the increase will be £0.17 per week at Band D. However, some households on low incomes who fall outside the Council Tax support threshold could potentially be affected by the Council Tax increase.

This Equality Analysis is looking at the impacts of the proposal (both positive and negative) on affected groups with protected characteristics.

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

All households in Brent, apart from those eligible for 100% Council Tax discount

If this proposal is approved, it will affect all households in Brent (119,025) that will see their Council Tax bills increase, unless they are eligible for 100% Council Tax support. Currently, approximately 25% (28,100 households out of the 119,025) of households in Brent receive full or partial Council Tax support, which means that they will receive full or partial protection from the increase. In addition those households where there is only one adult resident (34,000 households) receive a 25% reduction in their bill so will therefore see a weekly increase of £0.63 rather than £0.84 at band D.

Adult Social Care service users and their families/carers

The Council Tax increase will mean that the budget of Adult Social Care services will grow by a further £2.1m (from £1.3m to £3.4m) which will enable the service to meet increasing demand of current and future service users who are among the most vulnerable members of Brent's community.

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

Yes.

If the 2% additional Council Tax increase for Adult Social Care is approved, the budget of Adult Social Care services will grow by an additional £2.1m (increasing growth from £1.3m to £3.4m) which will have a positive impact on the most vulnerable members of Brent's community such as older adults, (particularly women who have longer life expectancy, but are also more likely to have caring responsibilities), and people with disabilities / long term health conditions.

The 1.99% increase in Council Tax for general use should have a positive impact on some equality groups as it prevents an additional reduction of £2.0m in the Council's budget. Without a specific alternative proposal the exact benefit to specific groups of residents, staff and external stakeholders is uncertain. However, groups that are most likely to be affected by a reduction in the proposed budget are children and young people, older people and women.

The proposed Council Tax increase will affect households in Brent in different ways based on their financial circumstances. However low income households are likely to be protected as they will see increases in their Council Tax support which will either offset in full or partially this increase.

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

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

Yes – both positive and negative

Positive impact on Adult Social Care service users: older adults and their carers, particularly women who have longer life expectancy but are also more likely to have caring responsibilities, residents with disabilities/long term health conditions, residents on low incomes who might be experiencing multiple disadvantage.

A major element of the Council's spend is on social care, and Brent faces considerable demographic challenges over the coming years. The Office for National Statistics projects that from 2015 to 2019 the number of residents over 75 years old in Brent will grow by nearly 8%. This is much faster than the population as a whole, which is nonetheless forecast to grow by 3.5% at a time when the Council's funding is being significantly reduced. Officers estimate that by 2020 over half of the Council's budget will be spent on social care.

If the 2% additional Council Tax increase for Adult Social Care is not agreed then the budget for the Adult Social Care department will not grow by the £2.1m proposed, which could pose significant challenges to the service to meet growing demand of current and future service users. Adult Social Care service users are some of the most vulnerable members of Brent's community such older adults and their carers, particularly women who have longer life expectancy but are also more likely to have caring responsibilities, residents with disabilities/long term health conditions, residents on low incomes who might be experiencing multiple disadvantage

The 1.99% increase in Council Tax for general use should have a positive impact on some equality groups as it prevents an additional reduction of £2.0m in the Council's budget. Without a specific alternative proposal the exact benefit to specific groups of residents, staff and external stakeholders is uncertain. However, groups that are most likely to be affected by a reduction in the proposed budget are children and young people, older people and women.

Negative impact on households living on low incomes that fall outside of the threshold for Council Tax and/or Welfare Assistance support (socio-economic disadvantage)

The proposal will increase the financial pressure on those households, particularly working age men and women in single or multiple households, earning just above the threshold to qualify for Council Tax and/or Welfare Assistance support. Brent Council does not hold detailed data on the incomes of Council Tax payers. It is therefore difficult to predict the full impact on equality groups.

Currently, approximately 25% (28,100 households out of the 119,025) of households in Brent receive full or partial Council Tax support, which means that they will receive full or partial protection from the increase. Those households who receive partial Council Tax support will see pro rata increases in their Council Tax. Working age claimants who receive 80% Council Tax support, for example, will see an increase in their bills equivalent to 20% of the increase, i.e. £8.78 per annum for a Band D property or £0.17 per week. The remaining households who are not in receipt of Council Tax support will see a weekly increase in their Council Tax bills ranging from £0.56 for Band A property to £1.69 for Band H property.

The households who are not eligible for Council Tax support will see the Brent Council element of their bill increase by 3.99%. This equates to £43.92 annually for a Band D property, or £3.66 per month, or by £0.84 per week. If they are in receipt of a 25% single person discount, however, this will reduce the increase by 25%.

The table below shows the increase for each Council Tax band:

Band	A	B	C	D	E	F	G	H
Annual Increase	£29.28	£34.16	£39.04	£43.92	£53.68	£64.44	£73.20	£87.84
Weekly Increase	£0.56	£0.66	£0.75	£0.84	£1.03	£1.22	£1.41	£1.69
No / % of properties	4,931 4.1%	13,022 10.9%	35,458 29.8%	33,830 28.4%	21,888 18.4%	6,290 5.3%	3,351 2.8%	255 0.1%
No. receiving a 25% discount	2,491	6,615	13,413	7,487	3,456	780	368	10
Accounts subject to recovery (% sample)	11.6%	16.2%	35.0%	21.3%	10.3%	2.9%	2.4%	0.3%

The table above shows that almost three quarters (73.2%) of households will see a weekly increase of £0.84 or less. It should be noted, however, that the analysis of a random sample of accounts subject to recovery action shows that proportionately more accounts in Bands A, B and C are subject to recovery action. This would suggest that households living in lower banded properties find it more difficult to pay and so, although the proposed increase for these property bands is £0.75 or less per week (or £39.04 or less annually), these households could potentially be more affected by the increase in Council Tax if they are not in receipt of Council Tax support.

Those households living in Bands D – H will in most cases be in a better position to manage the proposed Council Tax increase, although there might be a minority of households on low incomes who fall outside the Council Tax support threshold and could therefore be affected by the increase.

A key limit on the negative impact on particular groups is that so many households will contribute a small amount extra each week, as shown by the figures above.

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

The additional 2% increase in Council Tax will help maintain Adult Social Care services used by the most vulnerable members of Brent's community, and will help ensure that the increasing demand on those services is met.

If the proposal is rejected, the Adult Social Care budget will not grow by £2.1m, which could pose challenges to the service to meet growing demand of current and future service users. Failure to meet the increasing demand and diverse needs of current and future service users would have a potential negative impact on those most at need.

The 1.99% increase in Council Tax for general use should have a positive impact on some equality groups as it prevents an additional reduction of £2.0m in the Council's budget. Without a specific alternative proposal the exact benefit to specific groups of residents, staff

and external stakeholders is uncertain, but a reduction in budget at short notice will limit the scope of the Council to reduce the impact on services used by vulnerable groups of people.

While the Council Tax proposal will increase the financial pressure on some households, the Council Tax support scheme will partially or fully mitigate this impact for those households who are living on low incomes and are eligible for Council Tax support. Further, single households will have the impact mitigated by the 25% discount offered to single households.

Further analysis on the impact of the proposal on Council Tax support claimants:

- In 2016-17, the average weekly amount a working age Council Tax support claimant is paying towards their Council Tax is under £5.15 per week (£268.54 per year). Of the three working age Council Tax Support groups, only the Vulnerable group would not see any change to the amount they pay in the event that their Council Tax liability were to increase (due to them being eligible for a 100% reduction). However, the other two groups, Working Age Employed and Working Age Other, would see a £0.19 and £0.16 weekly increase alter the amount they contribute to £9.56 and £5.33 respectively. This is illustrated in table the below:

Scheme Type	2016/17 Average Contribution	New Contribution based on 3.99% Increase (Band D Average)
Vulnerable	£1.24	£1.24
Working Age Employed	£9.37	£9.56
Working Age Other	£5.17	£5.33

- Like the Working Age Vulnerable Group, the Council Tax Support Pensioner group would remain unaffected by an increase to their liability as they too are eligible for a 100% reduction to their bill. This is a significant mitigation of the impact upon this group.
- The Vulnerable group, which includes carers and people who claim disability benefits, or who have partners who claim disability benefits, are entitled to further reductions in Council Tax through Council Tax support, and had an average liability of £1.24 per week in 2016-17. This would be unchanged by the proposal.
- The gender of the working age claimant caseload indicates that women are slightly over-represented in the claimants' pool compared to the Borough profile. However' it should be noted that either partner in a couple may make the Benefit claim which could potentially affect this data:

Gender	Vulnerable		Working Age Employed		Working Age Other		Grand Total	
FEMALE	3380	52%	2905	49%	2996	54%	9281	52%
MALE	2782	43%	2765	47%	2253	41%	7800	44%
UNKNOWN	297	5%	275	5%	256	5%	828	5%
Grand Total	6459	100%	5945	100%	5505	100%	17909	100%

- In terms of Ethnicity, 13% of working age claimants were Asian (compared to 33% of Brent population), 23% of working age claimants were Black (19% of Brent population), 4% of working age claimants were mixed background (5% of Brent population), 21% of working age claimants were white (36% of Brent population), and 4% of working age claimants belonged to another group (7% of Brent population). However, 35% of claimants did not disclose their ethnicity which makes further analysis complicated.

Ethnicity	Number of Claims	
Asian	2291	13%
Black	4150	23%
Mixed	631	4%
Other	803	4%
Unknown	6202	35%
White	3832	21%
Grand Total	17909	100%

- Single people form the largest group of Council Tax Support claimants by family status, followed by lone parents. However, the structure of Council Tax and Council Tax Support mean that these groups are more likely to pay between £0 and £5 per week compared to other groups:

CTax Payment 2016/17	Couple No Dependents		Couple With Dependents		Lone Parent		Single		Grand Total	
£0	359	50%	753	20%	744	14%	2344	29%	4200	23%
£0.01 to £5	134	19%	797	21%	3035	57%	3950	49%	7916	44%
£5.01 to £10	84	12%	1109	29%	651	12%	741	9%	2585	14%
£10.01 to £15	59	8%	440	12%	504	9%	657	8%	1660	9%
£15.01+	79	11%	702	18%	387	7%	380	5%	1548	9%
Grand Total	715	100%	3801	100%	5321	100%	8072	100%	17909	100%

- The existing single person's discount offers significant mitigation of the impact of the proposed Council Tax increase for this group.
- No data is held on Council Tax Support claimants with respect to: gender reassignment; marriage and civil partnership; pregnancy and maternity; religion or belief; and sexual orientation. However, there is no strong evidence to suggest that these groups will be adversely affected by the proposed increase, and the protections described above will apply to these groups.

If the Council Tax proposal is approved, the Council will continue to monitor the impact on equality groups to ensure that any unexpected consequences and/or adverse impact are promptly identified and mitigated. The existing powers under Section 13A of the Local Government Act 1992 allow the Council to reduce Council Tax by up to 100%. The process for applying is detailed on the Council's website.

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

There is a relatively high proportion of older people living with income deprivation in Brent. The borough is 14th worst in the country (326 local authorities) for older people affected by income deprivation.

The additional 2% increase in Council Tax will help maintain Adult Social Care services used by the most vulnerable members of Brent's community such as older adults and their carers, particularly women who have longer life expectancy but are also more likely to have caring responsibilities, disabled people, residents on low incomes who might be experiencing multiple disadvantage.

Many of the Council's services are targeted towards vulnerable groups, therefore the additional 1.99% rise in Council Tax for general use will help to maintain these services, and reduce the impact of cuts to local government funding on service users.

The proposal, on the other hand, will increase the financial pressure on those households, including working age men and women in single or multiple households, earning just above the threshold to qualify for Council Tax and/or Welfare Assistance support. However the impact on pensioners, disabled people and working age households who currently receive 100% or partial Council Tax support will be mitigated due to the corresponding increases in the support provided to them, as outlined above.

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

Yes.

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

Yes.

Objective 4: To ensure that local public services are responsive to different needs and treat users with dignity and respect

Recommend this EA for Full Analysis?

No - the costs of the Council Tax increase will be spread widely between households across the borough, and there is already significant mitigation in place to protect the most vulnerable groups, for example: full/partial Council Tax support, single person's discount, and discounts for some disabled people. Demographic pressures in the form of rising numbers of children and older people in the borough combined with reductions in funding from central government mean serious risk of a significant increase in inequality falling disproportionately on some protected groups, especially older people, women, and disabled people if Council Tax is not raised. Finally, existing safeguards include the ability for the Council to reduce Council Tax liabilities, were unintended consequences or an adverse impact has been identified.

Budget Options Information

Reference:	1718BUD1
Service(s):	Public health: Sexual health transformation
Lead Member(s):	Cllr Hirani

Savings Proposals:	Through participation in the London Sexual Health Transformation Programme including the London wide procurement of a 'front door' to sexual health services and a joint procurement with Ealing and Harrow of an integrated local sexual health service savings are anticipated through a diversion of activity to lower cost settings
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In December 2015 Cabinet agreed continued participation in the collaboration with other London boroughs in the London Sexual Health Services Transformation Programme with the intention of procuring genitourinary medicine (GUM services) and Contraception and Sexual Health Service (CaSH) in a new collaborative commissioning model.

Timescales:

Contract award Sub regional integrated service Dec 2016 (subject to confirmation of Ealing's timelines)

Contract award for services: Feb 2017

Contract start 1 April 2017

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

The proposal is to develop a networked system of Sexual Health services on both a Pan-London and sub-regional basis.

An integral component of this networked system will be a Pan London Sexual Health On-Line portal. The 'Front Door' into services will be through a web-based single platform; providing patients with information about sexual health, on-line triage, signposting to the most appropriate service for their needs and the ability to order self-sampling tests. A single database will be developed with the highest levels of confidentiality and security, enabling greater understanding of the patient flows with a focus on prevention and specialist services for those most in need.

The Pan-London Online Portal will incorporate the following elements:

- Triage and Information ("Front of House");
- Self-Testing/Self Sampling;
- Partner Notification; and
- Signposting/ Patient Direction and where possible Appointments (Booking system) (dependent on ability to interface with existing clinic systems).

In Brent, there is an expectation that clinical provision will offer patients (particularly those from vulnerable and high risk groups) the opportunity to triage and self-sample on site, in addition all services will be required to ensure that results are available electronically to patients within 72 hours. Patients who are diagnosed with a Sexually Transmitted Infection (STI) will be offered an appointment within 48 working hours or will be fast tracked if they present to a walk in service. Improved systems for notifying contacts of patients (known as partner notification) with an STI will ensure that resources are targeted at the highest need groups.

Centralisation of partner notification data along with the use of a single patient identifier system/technology to ascertain attendance at clinic of those notified of infection would

support the programmes objectives of reducing the rates of re-infection and repeat attendance.

The primary aim of this system will be to ensure that high volume, low risk and predominantly asymptomatic activity is controlled and managed where appropriate outside of higher cost clinic environments. By shifting testing of asymptomatic patients away from costly clinical environments through this model, it is estimated that considerable savings will be released.

Locally, the vision is to develop and coordinate an integrated system of sexual health provision linked to a network of pan London and regional services. A lead provider model will be developed to coordinate and manage all elements of the system including clinical services and, where appropriate, primary care and third sector services. The whole system will be designed to ensure that evidence based practice drives changes, and resources will be focused on groups with the highest risk. It is important that the new system is flexible and responsive to changes in demography and local need.

Brent Council has overall responsibility for the commissioning of sexual health services in Brent, as part of the interagency agreement Harrow and Barnet Joint Public Health Services (HBJPHS) will lead on the sub regional procurement for Outer North West London (which includes Brent). At the time of writing the precise arrangements for the contract management, monitoring of performance and financial governance are in the process of being formally agreed.

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

The proposals relate to a commissioned service and as such will not affect Brent staff directly.

The proposals will affect Brent residents using sexual health services. The following service providers who are commissioned by Brent Council Public Health to provide sexual health services to the residents of Brent will be directly affected:

- London North West Healthcare NHS Trust
- Central North West London NHS Foundation Trust
- Terrence Higgins Trust
- GP Practices and Community Pharmacies
- Other services across London as part of the London Sexual Health Transformation Project.

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

The proposal potentially impacts on the protected characteristics in relation to the following groups;

- Gender reassignment
- Race
- Sexual orientation
- Age
- Marriage and Civil Partnership
- Disability
- Pregnancy and maternity
- Sex

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

Yes the following groups may be disproportionately affected because of their greater sexual health needs;

- young people age 16-25;
- men who have sex with men
- Black Africans, Black Caribbean and Black British ethnic groups.

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

The proposal would not remove services used by vulnerable groups of people. It would however change the way in which services are delivered. The change in service delivery should have some positive impacts as it would improve service flexibility. As outlined in question 1 above, these changes follow the recommendations of the London Sexual Health Services Transformation Project which has undertaken a needs assessment, analysis of the patient flow data, interviews with commissioning and public health leads in each Council involved, a review of the legal and policy environment and some exploration of the possible alternatives to the traditional service models. From this work, it is clear that there is a strong case for change.

This change could also have some negative impacts on service users who are not computer literate or do not have ready access to the internet, as well as some patients who may find it difficult to access or to use self sampling kit without support. However, any negative impact would be mitigated by offering them accessible appointments to see a clinical specialist.

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

The proposal aims to ensure that high volume, low risk and predominantly asymptomatic activity is controlled and managed, where appropriate, outside of the higher cost clinic environments. By shifting the testing of asymptomatic patients away from clinical environments considerable savings could be made.

The evidence review and discussions with providers suggests that anything from 15% to 30% of activity could be redirected to lower cost service options in a staged manner. The results of the waiting room survey undertaken as part of the London Sexual Health Transformation Programme (LSHTP) indicated that up to 50% of attendees do not have symptoms. Brent Council like many local authorities is facing unprecedented challenges in having to provide an increasing demand for services set against a backdrop of reducing resources.

In 2015/16 Brent Council Public Health was required to find in year savings of at least 6.2% on the public health grant and it is likely that there will be further on-going reductions for allocations in future years when the findings of the Comprehensive Spending Review are formally announced.

A key issue to consider is that Genitourinary Medicine (GUM) services are open access with activity based contracts. This means that while many Brent residents access services through the local provider, London North West Healthcare NHS Trust many others may access services anywhere in London particularly Central London (and nationally) without referral. The Council is liable for the full cost of this activity, and without change the current approach will become unsustainable.

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

Yes – Evidence shows that there are specific groups and protected characteristics that have a higher risk of poor sexual health this includes young people age 16-25; men who have sex with men and Black Africans, Black Caribbean and Black British ethnic groups.

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

Yes – “ensure that our commitment to equality and diversity is integrated into procurement and commissioning processes”.

4. Recommend this EA for full analysis

Yes

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

The following evidence highlights the need to ensure that future service provision actively promotes take up of services by all groups in which the following issues will need to be addressed;

- Brent has a significant prevalence of sexually transmitted diseases (STIs) in the population - with 1,634 acute STI diagnoses recorded in 2014, representing a 16% increase on 2013.
- The rates for gonorrhea, genital warts, genital herpes and syphilis rank Brent among those authorities in England with the highest rates. In Brent, the gonorrhea diagnosis rate (151.6 per 100,000) is high compared to England as a whole (52.9 per 100,000).
- Brent is ranked 20th highest (out of 326 local authorities in England) for gonorrhea diagnoses rates, which is a marker for high levels of high risk sexual activity.

What evidence / data have you reviewed to assess the potential impact of your proposals? Include the actual data, statistics reviewed in the section below. This can include census data, borough profile, profile of service users, workforce profiles, results from consultations and the involvement tracker, customer satisfaction surveys, focus groups, research interviews, staff surveys; complaints etc. Where possible include data on the nine Protected Characteristics.

(Where you have gaps (data is not available/being collated), you may need to include this as an action to address in your Improvement Action Plan at Stage

5.1 Age (including carers of young/older people) - Positive

Evidence from the Joint Strategic Needs Assessment in Brent reflects the national picture, where STIs disproportionately affect women aged 16 to 19 and men aged 25 to 34.

The proportion of women prescribed emergency hormonal contraception is greater in those under 25, suggesting a continued need to target young women. In Brent 55% of all emergency contraception was prescribed to women younger than 25

In 2012-13, the Brent community contraception service saw 9,436 attendances, of these, 95% were amongst women; 39% were in the 25 to 34 age group, 25% in the 35 to 44 age group and 19% were aged between 18 and 24 years.

5.2 Disability - Positive

There is a lack of data on the sexual health and reproductive health needs of the people with Disability in Brent. However, it is anticipated that the proposed service will have a positive impact on the needs of this group by ensuring that services are fully accessible. This will be measured as a key element of the evaluation process against submitted bids in the procurement process.

5.3 Gender Identity and Expression - Positive

There is a lack of data on the sexual health and reproductive health needs of the people with gender reassignment in Brent. However, it is anticipated that the proposed service will have a positive impact on the in addressing gender identity and expression. This will be measured as a key element of the evaluation process against submitted bids in the procurement process.

5.4 Marriage and Civil Partnership - Positive

There is a lack of specific data on the sexual health and reproductive health needs of individuals in marriage or civil partnership, in Brent. The new service provider will be required to ensure improved access to high risk and vulnerable groups and this will be measured as a key element of the evaluation process against submitted bids in the procurement process.

5.5 Pregnancy and Maternity - Positive

There is a lack of specific data on the sexual health needs of women during pregnancy and maternity time in Brent. In general, the numbers of teenage pregnancies in Brent have been declining in the recent years and Brent has currently one of the lowest rates in London.

5.6 Race - Positive

Individuals from Black African, Black Caribbean and Black British ethnic groups remain key targets and a priority is to ensure service provision is able to address the sexual health needs of these groups in particular developing a focus on targeting interventions for Black Africans.

Based on the proportion of acute sexually transmitted infections (STIs) by ethnicity, the highest proportion of acute STIs in 2012 were seen among individuals from Black Africans and this group is disproportionately affected by acute STIs.

5.7 Religion or Belief - Positive

At present, there is a lack of data on the sexual health and reproductive health needs of people from different religions and beliefs. It is anticipated that the proposed new service will have positive impact on the needs of this group and this will be measured as a key element of the evaluation process against submitted bids in the procurement process.

5.8 Sex - Positive

The rates of acute STIs in 2012 were higher among young males compared to young females. Similarly, the rates of reinfection with an STI were also higher among men.

In 2012, 23% of women and 28% of men presenting with an acute STI at a GUM clinic during the four year period from 2009 to 2012 became re-infected with an acute STI within twelve months.

Nationally, during the same period of time, an estimated 51% of women and 49% of men presenting with an acute STI at a GUM clinic became re-infected with an acute STI within twelve months. The new service provider will be required to ensure improved access to high risk and vulnerable groups and this will be measured as a key element of the evaluation process against submitted bids in the procurement process.

5.9 Sexual Orientation - Positive

Men who have sex with men (MSM) are one of the key priority groups in Brent as there is a disproportionate prevalence of STI diagnoses amongst this group.

In the period 1st April 2014 to 31st of March 2015, there were 2,434 STI's diagnosed as a result of Brent patients attending any clinic nationally. Of these, 501 diagnoses were amongst MSM, this equates to 21% of STI diagnoses that year.

In Brent 21% of the HIV diagnoses in 2014-15 were seen in the MSM population. The proposed sexual service model would have a positive impact on the needs of MSM and this will be measured as a key element of the evaluation process against submitted bids in the procurement process.

5.10 Others Socio Economic Deprivation - Positive

Socio-economic deprivation (SED) is a known determinant of poor health outcomes and data from the GUM clinics show a strong correlation between rates of acute STIs and the index of multiple deprivation across England. The relationship between STIs and SED is probably influenced by a range of factors such as the provision of and access to health services, education, health awareness, health care seeking behavior and sexual behavior.

There is considerable geographic variation in the distribution of sexually transmitted infections (STIs) in Brent. Geographically, the NW10 postcode has the highest volume of STIs in Brent and these are also concentrated in areas of higher deprivation. In 2011, 70% of the borough's diagnosed STIs were in the first and second most deprived wards in Brent.

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

- **What did you find out from consultation or data analysis?**
- **Were the participants in any engagement initiatives representative of the people who will be affected by your proposal?**
- **How did your findings and the wider evidence base inform the proposal?**

To assess the current state of acute sexual health services (GUM - Genitourinary Medicine) in London, the London Sexual Health Transformation Project (LSHTP) Team undertook a needs assessment between April and May 2015.

An analysis of patient flow data took into account the protected characteristics of Brent residents in relation to sexual orientation, sex, age and ethnicity.

Interviews were also undertaken with commissioning and public health leads in each participating council. Initial consultation with prospective providers was undertaken to assess the market's ability and capacity to respond to the forthcoming procurement. A waiting room

survey was also undertaken as part of LSHTP; in headline terms the survey represented a good cross-section of participants.

7. Could any of the impacts you have identified be unlawful under the Equality Act 2010? Prohibited acts include direct and indirect discrimination, harassment, victimization and failure to make a reasonable adjustment.

None of the impacts identified would be considered unlawful under the Equality Act 2010.

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

The key area to addressing the positive impacts identified will be through the design and development of the service specification to ensure that it addresses and promotes good sexual health for all Brent residents particular the key priority groups identified and this will be measured as a key element of the evaluation process against submitted bids in the procurement process.

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

The only potential negative impact identified is around people not being able to use/access internet based services and therefore not being able to self sample, this will be addressed by having the option of a clinic visit.

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

There are no remaining negative impacts.

Budget Options Information

Reference:	1718BUD2
Service(s):	Adult Social Care
Lead Member(s):	Cllr Hirani

Savings Proposals:	Income generation – The introduction of a provisional charge for Community Care and Accommodation based care will generate revenue earlier in the process and avoid people not contributing to service due to non-compliance with the financial assessment process. This provisional charge removes the inherent delay in assessing a client after the actual care package has commenced.
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This proposal was subject to Cabinet consideration and approval in July 2016, following a 30 day consultation with service users and their families. Light touch assessments were implemented at the end of August 2016. Savings of £0.25m were generated from collecting income earlier in the process.

A summary of the equality analysis is available below.

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

AGE

Neutral

Older people are the largest client group serviced by Adult Social Care. Some older clients may not fully understand how their Client Contribution has been calculated. There was concerns at the one of the consultation meeting that older people may think that they need to be computer literate in order to communicate with the council. It was fully explained that this was not the case. Each customer will receive a full breakdown on how their financial assessment had been calculated using the DWP data base. A visit by a Client Affair Officer will also be undertaken should a customer required further clarification or if it is deemed that for specific customers this is the best way to convey information.

The policy could have a positive impact as in using information from a data base requires less forms paper evidence from customers which can be unsettling and cause confusion.

DISABILITY

Neutral

All customers receiving care from Adult Social Services will have a level of disability. The policy does not impact on disability in any form of way. Clear communication is key to ensuring all customers understand that there is a cost to the service they receive and what is their financial contribution are.

The policy will have no impact on vulnerable people who may be on low income who meet Fair Access to Service criteria as there is no change to overall cost of the service and many customers on low income will not be charged. The Council has a legal obligation to provide services to meet assessed need regardless of a customer's ability to pay.

The policy would ensure that the most vulnerable people continue to have access to and benefit from the services that they need.

Disabled people should not receive fewer services as a result of this proposed change in policy.

GENDER

Neutral

This policy has neutral effect on gender. It is however, recognised that women do live longer than men and are more likely to require social care. There is also more female customers using Adult Social Care Services than males. It could be said that the policy would have a positive impact on females as the proposed financial assessment process is more streamlined and requires less input from customers.

MARRIAGE AND CIVIL PARTNERSHIP

Neutral

This policy has neutral effect on the group.

PREGNANCY

Neutral

This policy has neutral effect on the group.

RACE

Neutral

There would be no racial group for whom the policy would have a disproportionately adverse impact Brent remains a majority Black Asian Minority (BAME) borough with 63.7% of the population being non- white. In England and in Wales the figure is 14% and 40% in London. The largest single ethnic group in Brent - is the Asian/Asian British, Indian or British Indian Group 18.6% of the borough population followed by the White: English/Welsh/Scottish/ Northern Irish/ British group with 18%. In England and Wales the Asian/British: Indian or British Indian group makes up 2.5 % of the population, rising to 8.8% in Outer London Kingsbury

RELIGION

Neutral

There would be no religious group for whom the policy would have a disproportionately adverse impact.

The Policy aims to continue to support service users accordingly to their faith and religion and any other spiritual needs they may have.

SEX

Neutral

SEXUAL ORIENTATION

Unknown

We are unable to collect the evidence in this characteristic, therefore we are unable to specify of the policy will have negative or positive impact on the group.

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

A 30 days consultation process took place. Within that period 2 stakeholder meetings were held. Consultation methods included a paper survey and stakeholder meetings. The first stakeholder meeting provided the opportunity for stakeholders to help design and comment on the on-line survey. The on-line survey went live on 25th April 2016 and closed on 27th May 2016. The overall numbers who responded to the consultation is 41.

For both stakeholder meetings notes were taken by those presenting the information in relation to the proposal.

Questions were raised concerning the proposal and all questions were appropriately responded to at the meetings.

There was a request for more written information in relation to financial assessments.

Whilst the proposed change to light touch assessments and charging the average cost of £29.07 only affects new users of the service, existing users of the service may be affected if they have a change in circumstances, hence the target audience for consultation will be both new and existing users.

Stakeholders' primary concerns and issues were as follows. They:

- wanted to know what was included in a financial assessment calculation
- 2 residents wanted to know if customers had to give permission to the council to access their DWP information
- 1 resident wanted to ensure enough time was allocated to the consultation period and requested that the consultation be extended by 5 days to take into consideration an end of the week closure rather than the beginning of the week
- wanted to know how customers identified for reablement services will know that they would not be a charge for up to six weeks
- wanted to know what constituted a Disability Related Expenditure
- were issues around customers not having a computer to exchange information with the Council.

In response to the above issues and concerns it was explained what was included within a financial assessment, what was disregarded and the types of Disability Related Expenditure (DRE) that would be considered within the calculation.

Assurance was provided that the process would be open and transparent and that engagement with stakeholders was essential to ensure full understanding of how the financial contribution charges are calculated, applied and the timescales of informing customers of when the charges for their services will commence.

It was further explained that customers had already given their consent to the DWP to share data with other Government agencies and with Local Authorities and that reablement customers are told by social workers that the reablement service is free for six weeks at the point when their reablement service commences. However, if it is necessary for ongoing care to continue after the six weeks this would be subjected to a financial assessment contribution. The response to this question also included information around means testing for Adult Social Care service and only those customers identified that they can afford to pay will be charged a financial contribution.

In addition to the above issues raised stakeholders generally thought that combining the existing charging policies made sense and welcomed the use of DWP information to undertake financial assessments. One comment which had been made at the first stakeholder meeting was in relation to a stakeholder brother who lived in another borough

and had their financial contribution calculated using DWP information. It was a positive experience for the brother as he did not have to find information or complete forms.

Weekly check was undertaken to analyse the on-line survey responses to the consultation however there were no returns. It was generally considered that the face to face interaction with stakeholder provided a more qualitative response to the proposal where clarity of information could be better exchange and concerns addressed

The participants were residents of borough who used services. There was also representation from people who had experience of other local authorities charging policies as well as potential new customers.

Could any of the impacts you have identified be unlawful under the Equality Act 2010? Prohibited acts include direct and indirect discrimination, harassment, victimization and failure to make a reasonable adjustment.

No. Adults Social Care ensures that all residents are treated with dignity, respect and equality. We also aim to ensure we take any actions for discriminatory behaviours. We ensure all residents are treated fairly and the backbone of this work is the right to independence and control the lives of vulnerable people.

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

- Residents will be given alternative choice to how a financial assessment is undertaken should they not want the Council to use their DWP information.
- Residents will be given verbal and written information to help them understand the financial assessment process.
- For residents who have no capacity an Independent Mental Capacity Assessment will be arranged
- Residents will have the same rights and responsibilities as other citizens.
- We will make sure that we will work closely with other organisations e.g. advocacy
- We will work closely with families and friends
- We will work closely with other Council's departments

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

There are no negative impact. Our aim is to ensure people are treated equally despite their age, disability, gender, race, religion or beliefs or sexual orientation. We ensure that all customers have the same access to information and ensure they adapted in a format they can understand to ensure discrimination is eliminated.

Please explain how any remaining negative impacts can be justified?

There are no remaining negative impacts identified.

Budget Options Information

Reference:	1718BUD3
Service(s):	Adult Social Care
Lead Member(s):	Cllr Hirani

Savings Proposals:	Direct Services - John Billam and New Millennium to become more inclusive services which bring in the community and additional income to make effective and efficient use of key assets.
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1. What are the objectives and expected outcomes of your proposal? Why is it needed? Make sure you highlight any proposed changes.

The traditional role of day service provision was to provide carers daily respite from the stress generated by the caring role and to avoid home placement breakdowns. With the ever increasing complexity of the conditions that people with learning disabilities have, as well as their increased longevity, this has not only placed a greater stress upon the families/carers, but also increased the level of support that they often need.

At the same time there is an expectation that services will have an aspirational aspect, provide avenues for people with disabilities to be better integrated into their communities and to be active members of society.

John Billam has already started to embrace its changing role and received an award by the Autism Society for its work. It will start its training of other staff groups in autism awareness with a view of decreasing the authority's need to source external training options. The training suite being developed will be open to staff and carers without having to hire external facilities. Plans to develop work training opportunities for service users, a social enterprise; as well as developing a menu based service programme to better meet the individual needs of service users are being explored.

All of this will create a service which meets the needs of service users, their families and carers, whilst placing community integration as a key target.

As part of this an alternative model to the restrictive transport system will be explored. The transport system as it stands denies service users the opportunity to be travel confident and restricts the starting point of all activities being that of the John Billam Centre. It also means that the times that service users leave and return to their homes are based upon the needs of the transport route planners and not the individual. Naturally the service will need transportation for some activities and service users, however this can be better met by fleet hired vehicles. It is estimated that at John Billam alone this potential change could achieve a saving of £188,097 per annum, which could also be replicated at New Millennium.

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

This proposal to explore an alternative model of transport system will potentially have a significant impact on service users and carers. Those who do not have an assessed need for transportation will be expected to manage their own means of getting to day services. Those who have used this service for many years will also be impacted upon due to the change in the service and the uncertainty of what the change will mean to them individually.

The remodelling of the whole service will also raise concerns that the change will lead to a decrease in service level.

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

The main group that can be impacted upon will be those with disabilities as this is the primary group of service users. However this will be minimised as all service users will be individually assessed as to how they will attend day services. Those whose needs require them to be collected due to their disability will continue to have access to this service.

Carers of those service users who are no longer eligible to access day services could also be affected by the proposal/s.

3.2 Could the proposal have a disproportionate impact on some equality groups? If you answered 'Yes' please indicate which equality characteristic(s) are impacted

As all of the service users have disabilities as their primary assessed need this group will be disproportionately impacted upon.

Carers of the above service users are also likely to be indirectly affected if the service user they are caring for is no longer eligible to access the service.

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

The transportation service is designed for and used by a vulnerable group.

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

People with Learning Disabilities are often facing profound inequalities and become victims of discriminatory and abusive behaviour within the wider community. Therefore any changes of services needs to be robustly assessed and be subject to ongoing monitoring.

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

It is likely to be a sensitive issue to the carers of the service users directly impacted upon by the changes. They are often concerned about the risks presented to the person that they care for due to past experiences.

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

It is intended that the changes will ensure that the Direct Services are responsive to different needs and treat users with dignity and respect. This will be achieved by ensuring that the means of transportation reflects the service users assessed needs.

Recommend this EA for Full Analysis?

Yes, a full Equality Analysis will be carried out when the detailed proposals are drafted. The proposals will also be subject to consultation with service users and their carers.

Budget Options Information

Reference:	1718BUD4
Service(s):	Adult Social Care
Lead Member(s):	Cllr Hirani

Savings Proposals:	Extending NAIL provision for people in Nursing Care
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A full Equality Analysis on this proposal was carried out in November 2014 and has since been updated. A summary of the equality analysis is available below and the full version of it is available at: <https://www.brent.gov.uk/media/16406380/new-accommodation-for-independent-living-ea.pdf>

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

The proposal is to move lowest need (c.20%) of clients currently in nursing care to Supported Living which would deliver a £0.3m saving. This is based on an analysis of nursing home placements, which suggest there are a number of placements at the simpler end. Clients would need to agree to the move and some may find moving traumatic. Families and carers may also be averse to disrupting stable placements. Some users may prefer a less institutional environment and regain independence and skills lost through being in nursing care.

There are approximately 700 clients in residential care, and 400 in nursing care in Brent. Annual spend on residential and nursing care in Brent is currently £39.2m, or approximately 50% of the Adult Social Care (ASC) budget, and there are significant pressures on this budget, as projections included within our Market Position Statement available below suggest that the need for residential or nursing care accommodation in the borough may increase by as much as 31% by 2020. Providing care in people's homes is significantly cheaper than providing the same level of care in a residential or nursing care setting, and generally preferred by service users. However in many cases clients are forced to move into residential care facilities because their physical needs cannot be met in their own home, or because their families are unable to care for them at home and they cannot source suitable independent accommodation.

The New Accommodation for Independent Living (NAIL) project aims to deliver alternatives to residential and nursing care which will help to ease the pressure on ASC budgets, whilst ensuring that individuals' needs are met, and giving people more independence, choice and control. Accommodation Plus (Supported Living and Extra Care) gives people their own front door and allows us to build the support they need around this accommodation to support their independence.

The purpose of the project is to design and develop alternative 'accommodation plus' options, which incorporate:

- 'extra care' living (generally for older clients) and
- 'supported living' for younger people who require support from Adult Social Services due to a physical disability, learning difficulty or mental health condition.

The proposed 'accommodation plus' options will promote independence and provide choice in how and where clients live. Providing services in this way enables clients to live independently in the community, promoting well-being and alleviating social isolation. It also

enables primary health, care and support services to come to the individual, rather than the individual being required to change their accommodation in order to receive services that can and should be available in the community. This will involve extensive work with Planning & Development and Providers with the aim of meeting people's needs better at home and using new models of care and support in the community.

Service users will live in their own home, with their own tenancy, and with access to on-site personal care such as help with washing, dressing and medication. The level of support they receive will be tailored to their specific needs. For people with disabilities or illnesses that require nursing care on a frequent basis or closer monitoring than available in accommodation plus, a nursing home may continue to be a more appropriate option.

This Project is being delivered in two phases:

- **Phase one (completed)** - determined financial viability for the project, and aimed to understand current market intelligence. It included a review of the current client need to inform what would be delivered in phase 2.
- **Phase two** - will deliver a rolling programme of accommodation; 200 units by March 2017, and a further 329 units by March 2018 and beyond.

The NAIL (Phase 2) project has four key workstreams:

- Delivering the accommodation – the development and delivery of at least 200 homes throughout the borough by March 2017, and a further by 329 March 2018.
- Commissioning the right models of care and support for the accommodation, ensuring it meets the needs of the population we support and that the care and support provided in the buildings enhances the focus on independence, choice, control and quality of life
- Identifying and matching individuals to the right accommodation at the right time, and facilitating moves into the Accommodation Plus provision.
- Delivering the operating model for the delivery of future Accommodation Plus developments beyond 2017.

Of the 66 potential sites identified in the NAIL Phase 1 project, some are owned by the council, while some are owned by the private sector or Registered Social Landlords. Brent is only likely to develop around 40 accommodation plus units through the NAIL project on its own land. A key element of the NAIL project will therefore be developing the market to facilitate the construction of the remaining units by registered providers and the private sector. One of the objectives of the NAIL project is to ensure that processes and partnerships are in place, enabling ASC to have more control over the design of sites to better meet the needs of Brent residents.

It is intended that through the NAIL project, Adult Social Care staff will be involved in the site specification of both Council and non-council owned sites from very early on in the process. It is also intended that certain principles will be applied as a “baseline” for sites, such as increased levels of communal space to foster social interaction, and high proportions of wheelchair accessible flats which will enable people to stay in their homes as their needs change.

In addition to using our stronger relationship with providers to influence the design of potential sites, the council will also be able to exert control through the planning process to ensure that the units delivered are of suitable design and tenure to support the needs of our

communities. While it must be acknowledged that we will not have complete control over every element of the specification of new sites within the borough, it must also be acknowledged that the majority of service users will not need highly advanced environmental adaptations in order to live independently. In the vast majority of cases, it is the provision of a simple modern design that can be easily adapted, along with a bespoke package of integrated care that will enable an individual to live a full life in independent accommodation.

The provision of Adult Social Care is specified on a case by case basis, with detailed assessments used to identify the bespoke package of care that is needed by an individual service user. Workstreams 2 and 3 will ensure that potential clients for the new properties will be matched to suitable accommodation, and that the right care is commissioned to suit individual needs. Closer relationships with housing providers will enable the council to identify potential clients well in advance of properties being completed, giving time for occupational therapy assessments to be carried out to identify specific physical adaptations that are needed by a particular client. In addition, this early identification of potential clients will enable more support to be provided over a longer period of time to address any concerns that service users may initially have, and allow them and their families time to develop skills and prepare for independent living.

Given that designs have not yet been drawn up for all the units within scope of workstream 1 of the project, this Equality Analysis (EA) looks at the broader equalities implications of the project, and general requirements for units from an equalities perspective. As each site is designed, a short briefing note that describes the design of the site in relation to equalities considerations will be undertaken and considered by the NAIL project board.

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

National evidence suggests that this approach has the capacity to bring significant improvements to people's quality of life by moving away from a limited selection of traditional accommodation settings to a diverse range of accommodation settings which better support individual needs.

There is broad recognition that for some people residential/nursing care homes will continue to offer the best solution, and individual assessments will ensure that moves into "accommodation plus" units are only offered where appropriate. Conversely, there are significant numbers of people within restrictive residential care homes that could be better supported in more independent accommodation and who have the potential to achieve greater personal independence.

At present, there are over 1000 clients currently in residential or nursing care homes. Clients who are identified as potentially being suitable for accommodation plus will be identified through individual assessment of their health and social care needs. As a result, the likelihood is that the vast majority of accommodation plus units will be filled from those living in residential care homes. Those currently living in nursing care homes are more likely to have needs which are best managed within a nursing setting, and are least likely to be able to benefit from independent accommodation, although they will be considered on an individual basis. As such, this EA only considers equalities data relating to the 700 individuals living in residential care homes.

The table below shows the four main client categories under which ASC clients living in residential care homes may be receiving support, and the planned number of units that will be developed in the first tranche of developments until March 2017 for each of these categories of service user. The mix of units that will be developed after 2017 has not yet

been agreed, and will be decided on the basis of the demographic of clients remaining in residential care at that time.

Client Group	Total clients in residential care	Planned number of units delivered by NAIL project by March 2017
Learning Disability 18-64	220	62
Mental Health	46	22
Older People's Services	407	93
Physical Disability 18-64	23	22
Grand Total	696	200

The number of units that will be developed for each client group is based on data analysis laid out within our market position statement. This in turn is generated through POPPI (Projecting Older People Population Information System) and PANSI (Projecting Adult Needs and Service Information System), which are used nationally to predict and plan future commissioning needs.

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

The core purpose of Adult Social Care is to prevent deterioration of physical and mental health, to promote independence and social inclusion, and to improve opportunities and life chances by provision of person-centred and needs-based support. The ability to live independently whilst receiving this tailored support has been shown to enable people to achieve better outcomes, and is what service users have told us that they want. The NAIL project will enable the Council to support the development of the types of accommodation that is needed, and to get involved earlier in the process so that we have adequate time to address any concerns our service users may have, and to build the skills they need to prepare for independent living.

The detailed needs assessments that are central to Adult Social Care will be used to match service users to the appropriate accommodation. These assessments are based upon need, and not on whether someone exhibits any of the protected characteristics, and as such are fair and transparent.

The NAIL project is key to ensuring that the council can continue to provide the necessary support to individuals by enabling us to make budget savings, whilst continuing to address individual needs appropriately, and improving flexibility and independence. Whilst there may be a change in the way services are provided, they will continue to be provided according to individual need, and every attempt will be made to ensure all the needs of every individual are met.

3.2 Could the proposal have a disproportionate impact on some equality groups? If you answered 'Yes' please indicate which equality characteristic(s) are impacted

Protected Group	Positive impact	Adverse impact	Neutral

Age	x		
Disability	X		
Gender re-assignment			Unknown
Marriage and civil partnership			Unknown
Pregnancy and maternity			x
Race			x
Religion or belief		Possible adverse impact	
Sex	x		
Sexual orientation			Unknown

Every single service user has an individual needs led assessment which includes social care eligibility and takes into account all the issues around the protected groups. A support plan will be put into place which will meet the needs of people with all the protected characteristics appropriately.

The accommodation plus setting will provide service users with the choice of how and where to live, in an environment which is fit for purpose, yet at the same time promoting independence. Appropriate care packages will still be in place, as they are currently, to meet the needs of the individual.

For those whose needs demand it, traditional residential settings will remain an option.

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

No changes to the level of the service are proposed, other than opportunities identified during phase one to improve both the quality of service delivery and the commitment by Brent to support local residents to stay at home for as long as possible or as close to home for as long as possible with excellent quality, personalised care and support.

It must be noted that Adult Social Care play an important role in ensuring that older people; people with learning disabilities, physical disabilities or mental ill health access the right support within the community. Also in doing so, Adult Social Care support social inclusion for these groups within the wider community in Brent.

In addition, it is the intention of the NAIL project to provide suitable, flexible communal space within schemes whenever possible that can be used for a variety of purposes, enabling different groups to participate in activities with one another.

We anticipate a positive impact in relation to most service users across all protected groups, as the opportunity to live independently with the right support and care is a preferable long term outcome than living in institutionalised and restrictive care settings.

The levels and type of service provision will remain as at present, but will be improved by giving service users more choice and independence to decide how and where they live. It is recognised that for many service users across all different groups, relocation may cause emotional distress and orientation issues in their new surroundings. To mitigate this, it will be necessary to offer a 'resettlement package' to ensure that appropriate support and assistance are in place, both during and after the move.

For those with a physical disability, the transition from a residential care setting to a semi independent setting will require practical support to help them settle in their new surroundings.

As the project will move a significant number of service users throughout the borough, there is potential for a negative impact on faith / belief. While we hope that the varied distribution of potential sites mitigates this risk, the benefits of the project, and the financial pressure on Adult Social Care budgets mean that we must pursue the most suitable and viable sites and may not be able to take into account the relative location of places of worship. Should we identify a negative impact as the project progresses, we could consult with the Brent Multi-Faith forum to ascertain whether we can engage faith groups to provide added community support.

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

Overall, the detailed analysis has found that the proposals will be beneficial for all service users. The analysis has only identified a minor negative impact in relation to religion or belief as sites cannot be guaranteed to be close to places of worship. While we hope that the varied distribution of potential sites mitigates this risk, the benefits of the project, and the financial pressure on Adult Social Care budgets mean that we must pursue the most suitable and viable sites and may not be able to take into account the relative location of places of worship.

This aside, the project has the potential to have a significant positive impact on all service users, regardless of what protected characteristics they exhibit, by enabling them to have choice and control over their lives, and ensuring that tailored support is provided to them to improve their equality of opportunity and the overall quality of their lives.

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

Yes

Brent has produced its first Market Position Statement (MPS) which aims to signal our intention to share better, more transparent information with the market; for the benefit of both current and potential providers of Accommodation Based Care and Support Services (ABCSS). It will support better relationships between Commissioners and service providers, acting as a foundation for better engagement and partnership working resulting in a full range of services that fully meet the needs of people as close to home as possible and to promote real choice for local people.

The following four principles guide our thinking around how we develop models of ABCSS going forward:

- **Principle 1:** Wherever possible we meet people's needs at home or as close to home as possible and we will build local capacity in the marketplace to achieve this

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

The Brent Health and Wellbeing Strategy 2012-2015 stipulates that people will need to take on much greater personal responsibility for their own wellbeing, making the right choices when these are open to them. At the same time, recognising those people who are vulnerable or at risk, so that we can focus on keeping people safe, offering prevention and early help for them.

Packages of social care are based upon an individual's social care needs, irrespective of what protected groups they may or may not be part of. In doing this, services users are provided tailored support to enable them to live more independently and thus improve their equality of opportunity.

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

Yes

Recommend this EA for Full Analysis?

Yes, it relates to the following objectives:

Equality Objective 1: To know and understand all our communities

Equality Objective 2: To involve our communities effectively

Equality Objective 4: To ensure that local public services are responsive to different needs and treat users with dignity and respect

4. Use the comments box below to give brief details of what further information you will need to complete a Full Equality Analysis. What information will give you a full picture of how well the proposal will work for different groups of people? How will you gather this information? Consider engagement initiatives, research and equality monitoring data.

The detailed consultation process and the full Equality Analysis, along with the Market Position Statement document is available at:

<https://www.brent.gov.uk/media/16406380/new-accommodation-for-independent-living-ea.pdf> .

Budget Options Information

Reference:	1718BUD5
Service(s):	Adult Social Care
Lead Member(s):	Cllr Hirani

Savings Proposals:	Mental Health Service – Further development of the recovery pathway, focusing on supported living and supporting the move to general needs housing and independence.
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1. What are the objectives and expected outcomes of your proposal? Why is it needed? Make sure you highlight any proposed changes.

This proposal sets out an ongoing process to reduce the dependency on mental health residential and supported accommodation placements. This proposal would offer support to residents with mental health needs in the least restrictive setting and will enable them to live in their own homes via floating / outreach support.

The objectives of the proposal are to:

- enable a more effective recovery pathway – better access to housing and employment will accelerate step down to general needs housing
- support ongoing negotiations with providers to manage costs and focus on the right support for residents
- improve access to general needs housing

Outcomes:

- more people supported in the right setting which supports their recovery pathway
- providers meet the changing needs of the local population
- achieved savings of £0.5m

The proposal is required to ensure the changing needs of the population continue to be met. Providers are robust, provide high quality and value for money services for the Borough residents.

The proposed changes were informed by the [2015 Brent JSNA on Mental Health](#). In addition to this, an analysis was done on the number and type of mental health placements and it was determined with work with providers that there is capacity to move a cohort of the service users to more independent settings. The current service users were reviewed and needs assessed on what accommodation is required to meet the residents' needs. As a result placements are regularly RAG rated to ensure only those who are suitable to step down, will do so.

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

Residents in the Borough who require specialist mental health supported accommodation and their families.

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

Yes. Mental health supported accommodation is targeted at vulnerable residents with mental needs and is tailored to meet their individual and often complex needs. Due to the nature of the service the proposed changes are likely to impact on current and future clients with mental health needs and their families.

**3.2 Could the proposal have a disproportionate impact on some equality groups?
If you answered 'Yes' please indicate which equality characteristic(s) are impacted**

Yes. Due to the nature of the service, there are number of equality and vulnerable groups that are likely to be affected by the proposed changes such as age, disability, gender and race.

Other vulnerable groups that may be impacted by the changes to the service are:

- Ex-offenders
- Single homeless people
- Rough sleepers
- Women at risk or fleeing domestic violence
- Young people at risk / leaving care
- Refugees, Gypsies, Roma and Irish Travellers
- Socio-economic groups

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

This proposal would offer support to residents with mental health needs in the least restrictive setting and will enable them to live in their own homes via floating / outreach support.

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

Yes. Due to the nature of the service, there are number of equality and vulnerable groups that are likely to be affected by the proposed changes, as outlined in section 3.2.

Service users are actively part of developing their own care plan. Therefore any potential negative impact/issues will be discussed at an early stage, with identified actions and any additional care packages put in place. All service users in placements have detailed needs assessments and are RAG rated. Only those service users who are assessed as capable to step down to independent living will be moved.

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

Yes

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

Yes. It relates to the following equality objective: To ensure that local public services are responsive to different needs and treat users with dignity and respect.

Recommend this EA for Full Analysis?

Yes

Stage 2: Analysis

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

5.1 Age (*select all that apply*)

- ☐ Positive
- ☒ Neutral
- ☐ Negative

Please give details:

Brent has a young population with 35.1% aged between 20 and 39.

- ☐ The under 18 population makes up 22.9% of the population
- ☐ The 16-64 (working age population) makes up 68.2% of the population
- ☐ The 65 and over population makes up 11% of the population

Severe and enduring mental health conditions include long term illnesses such as schizophrenia, personality disorder, bipolar disorder, or other psychosis. Estimates suggest that people with severe mental health conditions die 10 years younger than the general population due to poorer physical health.

The prevalence of severe and enduring mental health conditions in Brent affects 1.1% of the population, which is above both the London (1%) and England (0.8%) averages.

The current age of the MH cohort in supported accommodation is identified as the following:

Mental Health Service Users (%)		
20-29	4	2.65%
30-39	20	13.25%
40-49	43	28.48%
50-59	54	35.76%
60+	30	19.87%
Total	151	

Therefore, this proposal allows the services to be targeted better in the community.

Service users are actively part of developing their own care plan. Therefore any potential negative impact/issues will be discussed at an early stage, with identified actions and any additional care packages put in place. All service users in placements have detailed needs assessments and are RAG rated. Only those service users who are assessed as capable to step down to independent living will be moved.

5.2 Disability (*select all that apply*)

- ☐ Positive
- ☒ Neutral
- ☐ Negative

Please give details:

The services are targeted at and tailored to the specific needs of residents with mental health needs.

Service users are actively part of developing their own care plan. Therefore any potential negative impact/issues will be discussed at an early stage, with identified actions and any additional care packages put in place. All service users in placements have detailed needs assessments and are RAG rated. Where required Community Mental Health Services make reasonable adjustments to service delivery and provision. Only those service users who are assessed as capable to step down to independent living will be moved.

5.3 Gender Identity (select all that apply)

- ☐ Positive
- ☒ Neutral
- ☐ Negative

Please give details:

In 2013, 1.6% of adults aged 16 and over in the UK identified their sexual identity as lesbian, gay or bisexual. In Brent, this equates to approximately 4,000 adults. Where required, Community Mental Health services would commission specialist services to meet the needs of the resident.

5.4 Marriage and civil partnership (select all that apply)

- ☐ Positive
- ☒ Neutral
- ☐ Negative

Please give details:

Where required, Community Mental Health services would commission specialist services to meet the needs of the resident.

5.5 Pregnancy and maternity (select all that apply)

- ☐ Positive
- ☒ Neutral
- ☐ Negative

Please give details:

Where required, Community Mental Health services would commission specialist services to meet the needs of the resident.

5.5 Race (*select all that apply*)

- ☐ Positive
- ☒ Neutral
- ☐ Negative

Please give details:

Brent is ethnically diverse: 66.4% of the population is from Black, Asian or Minority Ethnic (BAME) group. This has increased since 2011, when BAME groups made up 63.7% of the population.

The Brent JSNA suggested that the Indian ethnic group currently make up the highest proportion of BAME (19% of the population), followed by Other Asian (12%). The White group make up 33%.

The current ethnicity of the MH cohort in supported accommodation is identified as the following:

Mental Health Service Users		(%)
Asian or Asian British	11	7.28%
Black or Black British	68	45.03%
Mixed / Multiple	2	1.32%
Not Stated / Undeclared	27	17.88%
Other Ethnic Groups	2	1.32%
White	41	27.15%

Grand Total	151
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Any commissioned services in the community would continue to take into consideration people's cultural and/or religious beliefs and where required, specialist services will be commissioned to meet the needs of the resident.

5.7 Religion or belief (*select all that apply*)

- ☐ Positive
- ☒ Neutral
- ☐ Negative

Please give details:

Any commissioned services in the community would continue to take into consideration people's cultural and/or religious beliefs and where required, specialist services will be commissioned to meet the needs of the resident.

5.8 Sex (select all that apply)

- ☐ Positive
- ☒ Neutral
- ☐ Negative

Please give details:

According to the 2011 census, there were 1,721 more males (156, 468) than females (154,747) in Brent, giving a gender ratio of 50.3 to 49.7.

The current gender of the MH cohort in supported accommodation is identified as the following:

Mental Health Service Users		(%)
Female	32	21.19%
Male	115	76.16%
Unknown	4	2.65%

Grand Total	151
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Where required, Community Mental Health services would commission specialist services to meet the needs of the resident.

5.9 Sexual orientation (select all that apply)

- ☐ Positive
- ☒ Neutral
- ☐ Negative

Please give details:

Where required, Community Mental Health services would commission specialist services to meet the needs of the resident.

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

- ☐ Positive
- ☐ Neutral
- ☐ Negative

Please give details:

Where required, Community Mental Health services would commission specialist services to meet the needs of the resident.

6. Could any of the impacts you have identified be unlawful under the Equality Act 2010? Prohibited acts include direct and indirect discrimination, harassment, victimisation and failure to make a reasonable adjustment.

- ☐ Yes
- ☒ No

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

The proposed changes were informed by the [2015 Brent JSNA on Mental Health](#). In addition to this, an analysis was done on the number of mental health placements and it was determined with work with providers there capacity to move service users to more independent settings. As a result placements are regularly RAG rated to ensure only those who are suitable to step down, will do so.

STAGE 3: ACTION PLANNING

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

All service users in placements are assessed on their needs and RAG rated. Only those assessed to step down to independent living will be moved.

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

Service users are actively part of developing their own care plan. Therefore any potential negative impact/issues will be discussed at an early stage, actions and any additional care packages put in place.

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

In Mental Health all service users have a current risk assessment and any risks are mitigated as required.

Budget Options Information

Reference:	1718BUD6
Service(s):	Environmental Improvement
Lead Member(s):	Cllr Southwood

Savings Proposals:	£0.25m from the collection of bulky waste items
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1. What are the objectives and expected outcomes of your proposal? Why is it needed? Make sure you highlight any proposed changes.

The objective of the bulky waste proposal is to consider the introduction of a charge for the service; which is currently free. The expected outcomes are to enable effective management of the demand for the service by looking to reduce waiting times for residents, whilst offering and maintaining a responsive service. Also to recover the operating cost every year by the introduction of a charge to those who are able to pay for the service, whilst considering options for retaining an element of a free service. Additional changes would see the introduction of a chargeable service for landlords and the provision of a linked and separate arrangement for re-use.

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

All residents are potentially affected by the proposal, as anyone can use the service currently and charges would be applied to anyone wanting to use the service.

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

We have identified certain groups who may be impacted by a change to the bulky waste service, by way of a charge. These include disability, age and ethnicity, . We believe that the introduction of a charge could have a greater impact on those who live in areas of deprivation across Brent and those who are in receipt of income related benefits and government support. However, we believe this impact to be mitigated by the proposal to introduce a free collection for those in receipt of income related benefits.

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

No. Whilst there may be an impact on certain groups, we do not believe that the impact would be disproportionate, as the retention of a free element to the service would mitigate any impact.

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

N/A

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

The proposal would change the service for some residents, as the service could become chargeable. However, the retention of a free element to the service would ensure no adverse or detrimental effect on vulnerable groups

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

Residents on low income, and those living in HMO's, live in all areas of the borough and therefore all borough residents may be affected by a decision to introduce a charge, in that

respect. Those who live in areas of high density population or deprivation may be less likely to own a car, and therefore unable to utilise the alternative disposal service offered at the Reuse and Recycling Centre at Abbey Road; which allows for certain items to be disposed of for free. However the introduction of a charge would allow the service to offer a collection of a wider range of items than currently offered, and again the retention of a free element of the service for those in receipt of income related benefits would mitigate the issues regarding deprivation and car ownership.

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

It is not considered that this bulky waste proposal is particularly sensitive on equality characteristics, due to the consideration of retention of a free element of service provision.. In addition, the decision to charge was previously publically consulted upon in 2014/15 and no issue was raised regarding sensitivity of introducing a charge for the service.

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

It relates to equality objective 4; to ensure that local public services are responsive to different needs and treat users with dignity and respect.

Recommend this EA for Full Analysis?

No

Budget Options Information

Reference:	1718BUD7
Service(s):	Regeneration
Lead Member(s):	Cllr Butt & Cllr Mashari

Savings Proposals:	Special Projects budget will be reviewed and efficiencies of £0.1m found.
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1. What are the objectives and expected outcomes of your proposal? Why is it needed? Make sure you highlight any proposed changes.

It is proposed that the Special Projects budget is reviewed and efficiencies of £0.1m found.

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

There are no direct users of this service, however the budget is used for bids to initiate schools projects. The council will still need to resource new projects from time to time, but this will be done on a case by case basis rather than as part of an ongoing team.

Any potential/likely impact on Council employees will be considered as part of the Council's internal policies and processes.

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

No. The funding is used for schools related projects such as school extensions and refurbishment work.

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

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

The efficiencies are identified on the basis of how the project bids will be commissioned and administered so no negative impact is anticipated as a result of the proposal.

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

No. The efficiencies are identified on the basis of how the project bids will be commissioned and administered so no negative impact is anticipated as a result of the proposal. A case by case approval may introduce delays in project commissioning. To mitigate against this the projects will be commissioned at the start of the year and granted bulk approval at the start of the year.

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

No

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

No

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

Yes, it is related to the following equality objective: To ensure that local public services are responsive to different needs and treat users with dignity and respect

Recommend this EA for Full Analysis?

No

Individual project bids will continue to be subject to equality considerations and assessments where required.

Budget Options Information

Reference:	1718BUD9
Service(s):	Parking and Lighting
Lead Member(s):	Cllr Southwood

Savings Proposals:	£1.0m from additional parking charges
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1. What are the objectives and expected outcomes of your proposal? Why is it needed? Make sure you highlight any proposed changes.

The proposal is to achieve a budget saving of £1.0m from additional parking charges.

An estimated £1m would be sought from an exercise to establish any unresolved and escalating parking pressures that can be mitigated by an increase in the cost of resident parking permits and other parking charge increases. This will include a review of Pay and Display charges. This would seek to address parking pressures in the context of an increase in the borough's population. Regeneration and increased development may result in additional cars and increased parking pressures. This creates the need to match parking charges to current and future demand, with the revenue paying for the service and any additional revenue being reinvested in the service. This exercise will consider residential parking permits and some car parking tariffs but will not include a review of visitor parking charges.

The legislative framework does not allow authorities to increase permit prices for the purpose of raising revenue – they are a charge made to vehicle owners for the service of managing and enforcing controlled parking zones (CPZs). For any increase in permit charges to be valid, the council must therefore set out clear evidence that the costs of managing and enforcing CPZs are not currently being fully covered. The proposal is that any revenue received would pay for the service. Any additional income above that needed to cover costs would not be available to meet other budget pressures and can only be re-invested in line with the provisions set out in the Traffic Management and Road Traffic Regulation Acts.

Any proposal to increase pay & display charges or to introduce differential charges must similarly show evidence of congestion in parking bays. Officers must therefore undertake an exercise to establish whether a new demand has emerged since the last review 12 months ago, which Cabinet endorsed in March 2016. Again, the legal framework does not permit authorities to increase on-street parking charges simply for the purpose of raising revenue.

Local authorities do not have powers to seek to deter car ownership by increasing resident and business permit prices.

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

- Those paying for parking, including resident and business permit holders, would be subject to higher charges.
- Differential charging could see different areas of the borough subject to different pay and display tariffs.
- Visitor parking charges will not be considered.

Any increase in parking tariffs may be unpopular initially. However, increased pay and display charges would mitigate parking congestion and create more sustained environmental benefits.

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

Yes, see below. Blue Badge holders will be impacted on significantly less than other car owners.

3.2 Could the proposal have a disproportionate impact on some equality groups? If you answered 'Yes' please indicate which equality characteristic(s) are impacted

Evidence from the 2011 Census and resident permit sales does not currently suggest there is significant growth in vehicle ownership in CPZ areas.

There would be no adverse impact on disabled people; Blue Badge holders do not need to pay for on-street parking and are therefore fully protected. None of the other equality groups are over-represented amongst car owners or users and therefore they would not be disproportionately affected.

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

No

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

No

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

No

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

No

Recommend this EA for Full Analysis?

No

Budget Options Information

Reference:	1718BUD10
Service(s):	Environmental Improvement
Lead Member(s):	Cllr Southwood

Savings Proposals:	£900k from efficiencies in the Public Realm contract operation.
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1. What are the objectives and expected outcomes of your proposal? Why is it needed? Make sure you highlight any proposed changes.

To make operational efficiencies over two years within the Public Realm contract to allow for service improvements to be made in resolving persistent issues.

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

All residents who live in, travel through and visit the borough.

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

Potentially the proposal could have an impact on people in different ways because people utilise the waste, street and parks services in different ways.

3.2 Could the proposal have a disproportionate impact on some equality groups? If you answered 'Yes' please indicate which equality characteristic(s) are impacted

No, at the moment there is no disproportionate impact identified on any particular equality group.

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

The proposal would seek to streamline and make efficiencies in existing services. It is not envisaged to directly impact upon vulnerable groups of people.

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

No. The proposal would affect all areas of the borough equally.

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

No. The proposal is unlikely to be sensitive due to particular equality characteristics.

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

The proposal relates to Equality Objective 4; To ensure that local public services are responsive to different needs and treat users with dignity and respect.

Recommend this EA for Full Analysis?

No

Budget Options Information

Reference:	1718BUD11
Service(s):	Parking and Lighting
Lead Member(s):	Cllr Southwood

Savings Proposals:	Maximise the potential of the soon-to-be operational Central Management System to maximise street lighting energy efficiencies.
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1. What are the objectives and expected outcomes of your proposal? Why is it needed? Make sure you highlight any proposed changes.

The proposal is to maximise the potential of the soon-to-be operational Central Management System (CMS) to optimise street lighting energy efficiencies.

The Central Management System for street lighting, which the council is currently procuring, provides the opportunity to review street lighting levels at a micro-level. Although deployment of the System will already be contributing to the agreed £0.75m p.a. saving expected from street lighting, it is considered that an additional £0.1m p.a. could be saved through a rigorous review of lighting levels at a highly localised level across the borough.

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

Some users may notice marginally lower lighting levels than expected at certain locations. Should the lighting level not be acceptable at a specific location the CMS does allow corrective adjustments to be made rapidly.

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

Yes, see below

3.2 Could the proposal have a disproportionate impact on some equality groups? If you answered 'Yes' please indicate which equality characteristic(s) are impacted

Street lighting contributes to road safety and reducing the fear of crime, and lighting levels need to be set with these objectives in mind. Young adults are more likely to be active outside the home between the hours of midnight and 6 am; and adults working or travelling to work during these hours might also be impacted. Girls and women are perceived to be more likely to have concerns about potential crime during the hours of darkness. The proposal to introduce a Lighting Strategy would however provide the potential to mitigate any disadvantage to specific groups. Should the Council decide to introduce a Lighting Strategy with an element of noticeable light dimming, a full Equality Impact Assessment will be undertaken as part of the design of the Lighting Strategy and action plan in due course.

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

Yes

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

Yes

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

Yes


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

Yes, it relates to the following equality objective: To ensure that local public services are responsive to different needs and treat users with dignity and respect

Recommend this EA for Full Analysis?

Yes

Should the Council decide to introduce a Lighting Strategy with an element of noticeable light dimming, a full Equality Impact Assessment will be undertaken as part of the design of the Lighting Strategy and action plan in due course.

 Brent	Full Council 27 February 2017 Report from the Chief Legal Officer
For Action	Wards Affected: ALL
Members' Allowance Scheme	

1. Summary

- 1.1 A Members' Allowance Scheme - which sets out the allowances Members are entitled to receive for carrying out their responsibilities – has to be made for the financial year 2017/18.

2. Recommendations

- 2.1 That Full Council makes a Members' Allowance Scheme in the proposed terms set out in this report for the financial year 2017/18; and
- 2.2 That Full Council authorises the Chief Legal Officer to comply with the statutory requirements to publicise the Council's Members' Allowance Scheme.

3. Detail

Background

- 3.1 Brent Council's Members' Allowance Scheme (which is included in the Council's Constitution at Part 8 and is published on the Council's website) was reviewed in 2014 following publication of a report by the Independent Remuneration Panel for London Councils. The report titled "The Remuneration of Councillors in London 2014 – Report of the Independent Panel" was published in June 2014 and is attached to this report at Appendix 1. Last year, Full Council made further changes to the scheme.
- 3.2 It is for Full Council to make a scheme for the payment of allowances to its Members specifying the amount of entitlement by way of basic allowance

(which is mandatory) and other allowances such as special responsibility and dependants' carers' allowances (which are discretionary). Such a scheme has to be in accordance with the Local Authorities (Members' Allowances) (England) Regulations 2003 and the Council is required to have regard to the recommendations made by an independent remuneration panel.

- 3.3 The most recent independent review can continue to inform the Council's decision-making in respect of its scheme for a maximum period of four years. Therefore, the recommendations in the 2014 Report remain valid for one final financial year i.e. 2017/18 (see Appendix 1). However, during the next financial year, the London Councils' Independent Remuneration Panel will carry out a fresh review of members' allowances.
- 3.4 Members are reminded that the 2014 Report advocates the setting of allowances at a level that enables people to undertake the role of councillor while not acting as an incentive to do so. It is equally important, as acknowledged, that there should not be a financial disincentive.
- 3.5 It is also worth mentioning that, in 2014, members allowances were set at a reduced, or much reduced, level than the amount recommended by the independent panel. The difficulty in increasing allowances for Members given the current financial austerity, was recognised by the independent panel.

Annual Uplift

- 3.6 The scheme states that allowances "shall be increased with effect from each April", by a percentage equal to the inflation pay award agreed as part of the Local Government Pay Settlement in the previous financial year, unless otherwise determined by the Council".
- 3.7 Last year, a 1% uplift was applied. For the period 1 April 2017 to 31 March 2018, allowances will be increased by another 1% unless otherwise decided by Full Council.
- 3.8 The actual cost of the scheme at any given time depends on the allocation of special responsibilities and any vacancies as a Member is entitled to a single special responsibility allowance only irrespective of the number of special roles that Member has been allocated.
- 3.9 In crude terms, applying a 1% uplift to the current cost of the Scheme would result in an estimated increase of £11,000.

Proposed changes

Non-voting education co-opted Members

- 3.10 The Council has appointed two non-voting education co-opted members to the Community and Wellbeing Scrutiny Committee. They represent the governing bodies of faith schools not represented by the Church of England and Roman Catholic faith school representatives who have to be co-opted onto the Committee and have voting rights.

- 3.11 Although the education voting co-opted members receive an allowance, which last year was set at £224, the non-voting members do not. It is proposed that all the education co-opted members should be entitled to an allowance and that they all be paid the same amount.
- 3.12 Assuming a 1% uplift is applied to this year's allowances, the additional cost will be £452.48.

Special Responsibility Allowance for 'Other Group Leader(s)'

- 3.13 Last year, a special responsibility allowance was created for the Leader of the Brent Conservative Group. The allowance paid to the Leader of the Principal Opposition Group/Conservative Group and the Leader of the Brent Conservative Group is £12,913 and £9,000 respectively.
- 3.14 In November of last year, there was a change in membership of the opposition groups resulting in the membership of the Brent Conservative Group being reduced to two (i.e. by a third). Consequently, the Constitutional Working Group reviewed the allowance payable to the Leader of the Brent Conservative Group and recommended that it be reduced by a third to £6,000.

Publicity

- 3.15 As soon as reasonably practicable after the making of a Scheme, copies of the Scheme have to be made available for inspection at the Civic Centre and a notice has to be published in a local newspaper. It is recommended that the Chief Legal Officer be authorised to comply with these requirements.

4. Financial Implications

- 4.1 Members' allowances are currently met out of a Member Services' budget and the increase in costs will be budgeted for.

5. Legal Implications

- 5.1 The proposed Members' Allowance Scheme complies with the relevant provisions of the Local Authorities (Members' Allowances) (England) Regulations 2003; the Local Government and Housing Act 1989 and the Local Government Act 2000.

6.0 Diversity Implications

- 6.1 None.

Background Papers

None

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The Remuneration of Councillors in London 2014

Report of the Independent Panel



Introduction

The Local Authorities (Members' Allowances) (England) Regulations 2003 ('the Regulations') authorise the establishment by the Association of London Government (now London Councils) of an independent remuneration panel to make recommendations in respect of the members' allowances payable by London boroughs. Such a panel ('the Panel') was established and reported in 2001, 2003, 2006 and 2010. It has been re-constituted and now comprises Sir Rodney Brooke CBE DL (Chair), Steve Bundred and Anne Watts CBE.

The Regulations require a review of the scheme every four years as a minimum. The current Panel has therefore completed a review of remuneration for councillors in London. We present our findings and recommendations in this report.

As a preparation for our work, we invited all London boroughs to give their views on the operation of the existing scheme. We also invited comments from the Leaders' Committee of London Councils. We are grateful for the feedback, which confirms that the existing London scheme of members' allowances is still fit for purpose. We make recommendations accordingly.

The role of elected members

In our previous reports we reflected on the importance of the role of elected members. We repeat at Appendix B the job profile for councillors which we included in our 2010 report. In that report, we quoted the Government-appointed Councillors' Commission. The Commission took the view (which we continue to share) that: 'Allowances should be set at a level that enables people to undertake the role of councillor while not acting as an incentive to do so. Allowances are not shown by polls to be something which influences councillors to take on the role, though they are instrumental in making it possible for some people to do so. If it is important that there are no financial incentives to being a councillor, it is equally important that there should not be a financial disincentive.'

It is clearly desirable that service as a councillor is not confined to those with independent means. We do not repeat the arguments for appropriate remuneration for councillors which we have set out in our previous reports. We believe them to be self-evident. But we do repeat our belief in the importance of local democracy and the role of councillors within it. Each London Borough is responsible for services crucial to its residents. Each is responsible for a revenue budget of between £1.3bn and £3.3bn.

The responsibilities placed on local authorities continue to increase. The Localism Act 2011 devolved services to the boroughs, though, it was complained, without the resources to discharge them. From April 2013 London boroughs assumed the major new responsibility for health and wellbeing. Financial austerity brings substantial and further challenges to councillors: local authorities are required to make substantial cuts in their spending. Changes to the welfare system (particularly acute in London) give residual discretionary powers to local authorities. Councillors are faced with unenviable choices. Demand for local authority services continues to grow. In particular, there is exponential growth in the number of old people and a corresponding increase in demand for social care. The strain on and competition for resources increase the demands made on elected members.

Pensions

In the Panel's first report we recommended that councillors should be eligible for pensions. Councillors are often retired and currently have an average age of 60. It is increasingly desirable to attract a younger cohort of people to serve on councils. Access to a pension scheme is one way of achieving this. Councillors – especially those with lead responsibilities – must surrender earning potential elsewhere, earning potential which would normally be pensionable. It seems perfectly reasonable that allowances attracted by service as a councillor should be pensionable.

The Government agreed with this view and the Regulations introduced the potential for councillors' allowances to be pensionable upon the recommendation of the relevant Independent Panel. Accordingly the Panel recommended that all London borough councillors under the age of 75 be eligible to join the local government pension scheme. Twenty two of the 32 London boroughs have accepted that recommendation.

In March 2014 the Government laid before Parliament Regulations which would end the right of councillors to enter the local government pension scheme. These Regulations would extend not only to councillors but also to elected mayors (including the Mayor of London) and members of the Greater London Assembly, though Police and Crime Commissioners would retain their right of access to the pension scheme.

Councillor Sir Merrick Cockell, Chairman of the Local Government Association and Chair of London Councils from 2006 until 2010, responded: 'The government's decision isn't about saving money, it is fundamentally about undermining the role of a councillor and undermining the role of local democracy'. He added: 'Fair remuneration is important so that people from all walks of life can afford to stand for office. Otherwise we risk local government becoming the exclusive preserve of a privileged few who have the luxury of time and money to spare.' His remarks were endorsed by Cllr Gary Porter, Leader of the Local Government Association's Conservative Group, who pointed out that 'councillors are spending more time supporting their constituents and working with external organisations such as GPs, schools, police, local businesses and voluntary organisations. Secondly, recruitment and retention is becoming increasingly difficult... the commitment involved can be a deterrent when set against a possible loss of earnings and a potentially negative effect on their careers.'

We believe that access to a pension scheme can be an important factor in making service as a councillor financially possible for a wider range of people. It is particularly important for those who, like elected mayors, leaders and portfolio holders, give most or all of their time to service in local government and lose the opportunity to contribute to a pension scheme elsewhere. We would very much like the Government to reconsider this decision.

The current financial and political climate

Our 2010 report made no recommendations for increasing the levels of members' allowances other than continuing provision for annual adjustments in accordance with the annual local government pay settlement. As the Government-appointed Councillors' Commission pointed out in their 2007 report, the recommendations of the London Panel had led to substantial convergence of members' allowances across London. Indeed, the Councillors' Commission recommended a similar system for the country as a whole. Following our recommendations, there is now considerable congruity in the basic allowance made by London boroughs. However, most London boroughs have not adopted our recommendations in their entirety.

Our recommended allowances are tied to the annual local government pay settlement. Because of the current financial climate, the local government pay settlement has been frozen in three of the last four years. In 2013/14 there was a 1% pay award. Acutely sensitive to the current financial austerity, only two boroughs increased members' allowances by that percentage. Indeed nine boroughs have reduced members' allowances since the date of our last report.

We are acutely aware that now is not the time to increase allowances made to councillors, though we continue to recommend that members' allowances be pegged to the annual local government pay settlement. Such pegging will ensure that councillors can receive annual increases which are in line with those received by staff. We fully accept that, in the current financial climate, it would be entirely inappropriate to increase members' allowances (beyond the annual updating). Nevertheless we hope that in the longer term the financial situation will permit further convergence of members' allowances around our recommendations. We continue to believe that the scheme we propose is sufficiently flexible to accommodate the different political management arrangements of different London boroughs. Our view is confirmed by the general response from the London boroughs.

Consultation with the boroughs

Level of allowances

In our consultation with the London boroughs we asked a number of questions. We enquired whether it was believed that the salary of an MP remains a sound comparator to fix the remuneration of a borough leader. [Our recommendations for other special responsibility allowances are related to that recommended for Leaders.] Members of Parliament currently receive a salary of £66,396, now rather more than our updated recommendation for the allowance for Leaders.

Though there was dissent from one Borough, another asserted that the Leader's allowance should reflect the total remuneration package paid to Members of Parliament. A different borough pointed out that whereas a Member of Parliament represented an electorate of 70,000 people, a leader was responsible for the delivery of a wide range of services to a population of 300,000 – an electorate of 220,000 across an area three times as large as a parliamentary constituency. Indeed, 'it is arguable that the responsibilities of some cabinet portfolio holders are greater than the local responsibilities of an MP' but 'on balance the salary of an MP is about as sound a comparator as is likely to be found'.

In considering the responses, we also took into account the remuneration payable to chairs and members of other public bodies. We continue to believe that the allowances we have recommended are suitable. In particular, we think it appropriate that Leaders should receive an allowance approximating to the salary of a Member of Parliament.

External paid appointments

There has been some controversy over councillors accepting paid appointments in other public bodies, given their cumulative remuneration. We asked the boroughs whether allowances should be adjusted to take into account external payments from other public bodies. One authority thought it reasonable to 'consider the balance of benefit to the local area before determining whether 'home' remuneration should be reduced accordingly'. Other boroughs disagreed.

We believe that if members take on extra work and responsibilities through undertaking external appointments, then they should be entitled to retain the remuneration attracted by those responsibilities. Of course the borough might reflect on the extent to which the external duties are compatible with the time required to discharge duties within the borough and adjust responsibilities accordingly.

Chair of the Health and Wellbeing Board

These new bodies govern commissioning decisions across health, public health and social care. They must develop with commissioning groups a shared understanding of the health and wellbeing needs of the community. They must undertake a Joint Strategic Needs Assessment and develop a joint strategy for how these needs can be best addressed. This will include recommendations for joint commissioning and integrating services across health and social care. The Boards must drive local commissioning of health care, social care and public health and create a more effective and responsive local health and care system. They must also address other services that impact on health and wellbeing such as housing and education.

It was recommended to us that the Chair of the Health and Wellbeing Board should receive a special responsibility allowance in Band Three, that designed for Cabinet members. We entirely agree: this is a statutory post conferring personal statutory responsibility. The role is of major importance to local government and should be remunerated accordingly where they are councillors. In practice we imagine that Chairs of Health and Wellbeing Boards will be members of the Cabinet and have been remunerated within Band Three since their creation.

Lead Member for Children's and Adult Services

It was suggested to us that the Lead Member for Children's Services should receive a special responsibility allowance higher than other Cabinet Members: 'The enhanced duty of safeguarding for the role of lead member for Children's Services and the time required to fulfil it makes the post a special case for an enhanced banding between the current bands three and four.'

We well understand the heavy responsibility on the lead member for Children's services and the consequences of any failure in the system. We are entirely sympathetic to the view that the responsibility might warrant a higher special responsibility allowance than other Cabinet members. In our 2010 report we specifically contemplated the different weight of responsibilities of different portfolios and suggested that they might justify different allowances. Our recommended Band Three for Cabinet Members has a range of over £6,000 and we believe that this is sufficient to enable boroughs to differentiate between the different weights of portfolios should they so decide.

It has also been suggested to us that the lead member responsible for adult safeguarding has a degree of responsibility equal to that of the lead member for children's services. We are not convinced of the comparison.

Given the different allocation of responsibilities in different boroughs, we do not make specific recommendations on differentiating special responsibility allowances for Cabinet members within Band Three.

Dependants' Carers' Allowance

The Regulations authorise the payment to councillors of an allowance ('the Dependants' Carers' Allowance') in respect of the expenses of arranging for the care of children or dependants when the councillor attends meetings or is engaged in other official duties. We received representations that the Allowance should be not less than the living wage.

We strongly believe that the boroughs should make a dependants' carers' allowance available to their members. Access to a dependants' carers' allowances can make it possible for a wider range of people to serve on their councils. Specifically by payment of dependants' carers' allowance, boroughs can attract some who would not normally expect to become councillors. 26 of the 32 boroughs provide in their allowances scheme for payment of dependants' carers' allowances. In those boroughs which do make a payment, allowances vary from £5.27 to £9.26 per hour (in one case £15 per hour for specialised care).

We recognise the need for payments to pay regard to local circumstances and the nature of specialist care. We believe that ordinary care should be remunerated at not less than the London living wage of £8.60 per hour; and (on presentation of proof of expense) payment should be made at a higher rate when specialist nursing skills are required.

Sickness, maternity and paternity leave

This issue has again been raised with us. We adhere to our recommendations in the 2006 report, repeated in 2010, namely that councils should make arrangements in their members' allowances schemes to allow the continuance of special responsibility allowances in the case of sickness, maternity and paternity leave in the same terms that the council's employees enjoy such benefits (that is to say, they follow the same policies).

Members of social care and health scrutiny panels and corporate parenting panel

One borough suggested that service on the Social Care and Health Scrutiny Panels and the Corporate Parenting Panel should be placed within Band One because of the risk profile of those roles.

We continue to recommend that the responsibility allowance payable under Band One should include membership of committees, sub-committees and adoption panels where membership requires attendance with exceptional frequency or for exceptionally long periods. If a Council believes that such memberships are substantially more onerous than service on other committees, then we agree that they would be appropriately remunerated on Band One.

Travel and subsistence allowances

We have been asked to give advice on travel and subsistence allowances. We continue to believe that the Basic Allowance should cover all reasonable out-of-pocket expenses incurred by councillors, including intra-borough travel costs and expenses, though councils may consider that there are circumstances where it may be appropriate for a scheme to provide payment for the cost of transport, e.g. journeys home after late meetings, and for people with disabilities. We also continue to believe that, where travel and subsistence allowances are payable, they should be in accordance with the current scheme for travel and subsistence applicable to the Borough's staff; and that travel allowances should extend to travel by bicycle.

Update for inflation

We continue to recommend that the allowances we recommend should be updated annually in accordance with the headline figure in the annual local government pay settlement.

Sir Rodney Brooke CBE DL

Steve Bundred

Anne Watts CBE

London

1 June 2014

Appendix A

Basic allowance £10,703

Special responsibilities – beyond the basic allowance

The case for special allowances

The reasons for payment of additional special responsibility allowances should be clearly set out in local allowances schemes. Special allowances should come into play only in positions where there are significant differences in the time requirements and levels of responsibility from those generally expected of a councillor.

Calculation of special allowances

The proposed amounts for each band are a percentage of the figure suggested for a council leader depending upon levels of responsibility of the roles undertaken and are explained below. We believe that the SRA, which the previous panel recommended for the leader of a London council (updated), continues to be appropriate.

Categories of special allowances

The regulations specify the following categories of responsibility for which special responsibility allowances may be paid:

- Members of the executive where the authority is operating executive arrangements
- Acting as leader or deputy leader of a political group within the authority
- Presiding at meetings of a committee or sub-committee of the authority, or a joint committee of the authority and one or more other authorities, or a sub-committee of such a joint committee
- Representing the authority at meetings of, or arranged by, any other body
- Membership of a committee or sub-committee of the authority which meets with exceptional frequency or for exceptionally long periods
- Acting as spokesperson of a political group on a committee or sub-committee of the authority
- Membership of an adoption panel
- Membership of a licensing or regulatory committee
- Such other activities in relation to the discharge of the authority's functions as require of the member an amount of time and effort equal to or greater than would be required of him by any one of the activities mentioned above, whether or not that activity is specified in the scheme.

Local discretion

It is for the councils locally to decide how to allocate their councillors between the different bands, having regard to our recommendations and how to set the specific remuneration within the band. They must have regard to our recommendations. We believe these should have the merits of being easy to apply, easy to adapt, easy to explain and understand, and easy to administer.

BAND ONE

The posts we envisage falling within band one include:

- Vice chair of a service, regulatory or scrutiny committee
- Chair of sub-committee
- Leader of second or smaller opposition group
- Service spokesperson for first opposition group
- Group secretary (or equivalent) of majority group
- First opposition group whip (in respect of council business)
- Vice chair of council business
- Chairs, vice chairs, area committees and forums or community leaders
- Cabinet assistant
- Leadership of a strategic major topic
- Acting as a member of a committee or sub-committee which meets with exceptional frequency or for exceptionally long periods
- Acting as a member of an adoption panel where membership requires attendance with exceptional frequency or for exceptionally long periods
- Leadership of a specific major project.

Remuneration

We propose that band one special responsibility allowances should be on a sliding scale of between 20 – 30 per cent of the remuneration package for a council leader.

This would be made up as follows:

Basic allowance: £10,703

Band one allowance: £2,392 to £8,941

Total: £13,095 to £19,644

BAND TWO

The types of office we contemplate being within band two are:

- Lead member in scrutiny arrangements, such as chair of a scrutiny panel
- Representative on key outside body
- Chair of major regulatory committee e.g. planning
- Chair of council business (civic mayor)
- Leader of principal opposition group
- Majority party chief whip (in respect of council business).

Remuneration

We propose that band two allowances should be on a sliding scale between 40 – 60 per cent, pro rata of the remuneration package for a council leader.

This is made up as follows:

Basic allowance £10,703

Band two allowances: £15,486 to £28,581

Total: £26,189 to £39,284

BAND THREE

We see this band as appropriate to the following posts:

- Cabinet member
- Chair of the Health and Wellbeing Board
- Chair of the main overview or scrutiny committee
- Deputy leader of the council

Remuneration:

We propose that band three allowances should be between 70 – 80 per cent pro rata of the remuneration package for a council leader.

This is made up as follows:

Basic allowance: £10,703

Band three allowance: £35,128 to £41,675

Total: £45,831 to £52,378

BAND FOUR

Leader of cabinet, including a strong leader.

This is a full-time job, involving a high level of responsibility and now includes the exercise of executive responsibilities. It is right that it should be remunerated on a basis which compares with similar positions in the public sector, while still retaining a reflection of the voluntary character of public service.

Remuneration:

We propose that the remuneration package for a council leader under band four of our scheme should be £64,824.

This is made up as follows:

Basic allowance: £10,703

Band four allowance: £54,769

Total: £65,472

BAND FIVE

Directly elected mayor

A directly elected mayor is a full-time job with a high level of responsibility and exercises executive responsibilities over a fixed electoral cycle. It is right that it should be remunerated on a basis which compares with similar positions in the public sector, while still retaining a reflection of the voluntary character of public service. However we believe this post remains different to that of the strong leader with cabinet model. The directly elected mayor is directly elected by the electorate as a whole. The strong leader holds office at the pleasure of the council and can be removed by the council. We believe that the distinction is paramount and this should be reflected in the salary level.

Remuneration:

We propose that a band five directly elected mayor should receive a remuneration package of 25 per cent higher than that recommended for a council leader and that it should be a salary set at **£81,839**.

Appendix B

On behalf of the community – a job profile for councillors

Purposes:

1. To participate constructively in the good governance of the area.
2. To contribute actively to the formation and scrutiny of the authority's policies, budget, strategies and service delivery.
3. To represent effectively the interests of the ward for which the councillor was elected, and deal with constituents' enquiries and representations.
4. To champion the causes which best relate to the interests and sustainability of the community and campaign for the improvement of the quality of life of the community in terms of equity, economy and environment.
5. To represent the council on an outside body, such as a charitable trust or neighbourhood association.

Key Tasks:

1. To fulfil the statutory and local determined requirements of an elected member of a local authority and the authority itself, including compliance with all relevant codes of conduct, and participation in those decisions and activities reserved to the full council (forexample, setting budgets, overall priorities, strategy).
2. To participate effectively as a member of any committee or panel to which the councillor is appointed, including related responsibilities for the services falling within the committee's (or panel's) terms of reference, human resource issues, staff appointments, fees and charges, and liaison with other public bodies to promote better understanding and partnership working.
3. To participate in the activities of an outside body to which the councillor is appointed, providing two-way communication between the organisations. Also, for the same purpose, to develop and maintain a working knowledge of the authority's policies and practices in relation to that body and of the community's needs and aspirations in respect of that body's role and functions.
4. To participate in the scrutiny or performance review of the services of the authority, including where the authority so decides, the scrutiny of policies and budget, and their effectiveness in achieving the strategic objectives of the authority.
5. To participate, as appointed, in the area and in service-based consultative processes with the community and with other organisations.
6. To represent the authority to the community, and the community to the authority, through the various forums available.
7. To develop and maintain a working knowledge of the authority's services, management arrangements, powers/duties, and constraints, and to develop good working relationships with relevant officers of the authority.
8. To develop and maintain a working knowledge of the organisations, services, activities and other factors which impact upon the community's well-being and identity.
9. To contribute constructively to open government and democratic renewal through active encouragement of the community to participate generally in the government of the area.
10. To participate in the activities of any political group of which the councillor is a member.
11. To undertake necessary training and development programmes as agreed by the authority.
12. To be accountable for his/her actions and to report regularly on them in accessible and transparent ways.

Appendix C

The independent panel members

Sir Rodney Brooke has a long career in local government, including as chief executive of West Yorkshire County Council, Westminster City Council and the Association of Metropolitan Authorities. He was knighted in 2007 for his contribution to public service and is currently chairman of the Quality Assurance Agency for Higher Education.

Steve Bundred was chairman of Monitor, chief executive of the Audit Commission and chief executive of the London Borough of Camden.

Anne Watts CBE has an extensive career in equality and diversity that spans the private, voluntary and public sectors with organisations including the Open University, the Commission for Equality and Human Rights and Business in the Community. She chaired the NHS Appointments Commission.

 Brent	Full Council 27 February 2017 Report from the Chief Legal Officer
For Action Wards Affected: ALL	
Changes to the Constitution	

1.0 Summary

- 1.1 This report proposes a change to the rules of debate at meetings of Full Council.

2.0 Recommendations

- 2.1 That Council approves the changes to the Constitution proposed in this report with immediate effect and authorises the Chief Legal Officer to amend the Constitution accordingly.

3.0 Detail

- 3.1 It is proposed that Standing Orders 45 and 46 be amended, as set out in Appendix 1, to provide Members who move a motion or an amendment with a right of reply to debate in the chamber before a vote is taken on their proposed amendment or and the motion. It is considered this will enable a more rounded debate to take place.
- 3.2 The proposed amendments also clarify the relationship between Standing Orders 45.46 and 47.

4.0 Financial Implications

- 4.1 None.

5.0 Legal Implications

5.1 These are addressed in the body of the report.

6.0 Diversity Implications

6.1 None.

Background Papers

None

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Appendix 1

45. Motions

- (a) Members may put motions to council.
- (b) A maximum of 3 motions will be put to Council at any one meeting (one per party group) which will be debated.
- (c) Each group must give notice in writing of their motion to the Head of Executive and Member Services not less than 5 days before the date of the meeting. This shall include a copy of the Motion they are intending to move at the meeting. A copy of the motion shall be circulated to all members at least 2 days before the date of the meeting.
- (d) Any amendments to the motions can be accepted provided they are set out in writing to the Head of Executive and Member Services by close of business 5pm on the previous working day.
- (e) The debate shall commence with the proposer being invited to speak for up to 3 minutes during which time they shall move the Motion notified to the Head of Executive and Member Services.
- (f) The proposer of an amendment will then be invited to speak for up to 3 minutes during which time they shall move the Amendment notified to the Head of Executive and Member Services.
- (g) Further speakers shall then be called by the Mayor.
- (h) Up to 3 speakers shall be allowed for each motion (1 from each group), each limited to 2 minutes.
- (i) The mover of the motion shall then have a right of reply. If one or more amendments have been moved, the mover of each amendment shall also have a right of reply in the order in which the amendments were moved.
- (j) The matter shall be put to the vote at the end of the debate. Where one of more amendments have been moved the voting process in Standing Order 47(a) and (b) shall apply.

~~Any amendments to the motions can be accepted provided they are set out in writing to the Head of Executive and Member Services by close of business on the previous working day.~~

46. Rules Of Debate For Meetings of Full Council

- (a)* *Any motion or amendment to a motion may be moved without notice (except as provided in Standing Order 45) but must relate to an item of business specified in the summons for the meeting.*
- (b) Each amendment shall relate to the subject matter of the motion and shall not have the effect of negating the motion.
- (c) Motions or amendments to motions shall not be open to debate until formally moved.

- (d) Procedural motions shall be put to the vote without discussion, provided that the Mayor may, in his or her absolute discretion, allow or require the proposer to give (for such brief period as the Mayor may allow) reasons for proposing the motion.
- (e) A member shall stand when speaking (if able to do so) and shall address the Mayor. If two or more members rise the Mayor shall call on one to speak.
- (f) Speeches shall be directed to the matter under discussion or to a personal explanation or to a point of order.
- (k) No speech shall exceed three minutes except where otherwise provided in these Standing Orders or by the consent of Full Council and except for a Chair or the Leader replying to a debate whose speech shall not exceed five minutes. Any motion or amendment to a motion shall be put within the time allowed for the speeches.
- (h) With the exception of a Cabinet Member responding to a question put to the Cabinet by a non-Cabinet member, or a Chair of a committee or sub-committee replying to a debate on a report referred from the committee or sub-committee or where otherwise provided in these Standing Orders, a member shall not speak more than once on any item of business except on rising to a point of order or in personal explanation.
- (i) A member may rise to a point of order or in personal explanation, but a personal explanation shall be confined to some material part of a former speech by the member at the same meeting, which may have been misunderstood. A member so rising shall be entitled to be heard forthwith.
- (j) Subject to the provisions of Standing Order 4(b) the ruling of the Mayor on a point of order or on the admissibility of a personal explanation shall not be open to discussion.
- (k) Whenever the Mayor rises during a debate, all those present then speaking or standing shall resume their seat and Full Council shall be silent.
- (l) A motion or amendment to a motion may be withdrawn or altered by the proposer of the motion or amendment with the consent of Full Council, which shall be signified without discussion. Where a motion is withdrawn there shall thereafter be no further debate on the item.
- (l) At the commencement of a debate, any member may move that only a specified number of members from each of the political groups shall be permitted to speak before a vote is taken or at the commencement of any meeting of Full Council or during the course thereof any member may move that only a specified number of members of each political group shall be permitted to speak on each motion or amendment thereto.
- (m) The mover of the motion shall then have a right of reply. If one or more amendments have been moved, the mover of each amendment shall also have a right of reply in the order in which the amendments were moved.
- (n) A member may move without comment at the conclusion of another member's speech: *"That the question be now put", "That the debate be adjourned (to some stated time)" or "That the Council do now adjourn (to some stated time)"* on which the Mayor shall proceed as follows:-

- (i) On a motion that the question be now put, the Mayor shall first put that motion to the vote without further discussion; if it is passed the motion(s) and/or amendment(s) relating to the subject of the debate will then also be put to the vote;
- (ii) On a motion to adjourn the debate or the meeting, the Mayor shall put that motion to the vote without further discussion; if it is passed the debate or meeting shall stand adjourned to the time stated; if the debate is adjourned the Council will proceed to the next item of business; if the meeting is adjourned no further business will be transacted until the adjourned meeting


AND no second motion that the question be now put or that the debate or meeting be adjourned shall be made during the consideration of the same business unless it shall be proposed by the Mayor.

- (o) The Mayor may at any time invite an officer to respond to any issue raised or question asked.

47. Voting

- (a) Prior to voting on a Motion there shall be put to the vote any amendments to that Motion that have been moved.
- (b)* *Amendments to Motions shall be taken in the order in which they were moved and shall be voted upon in succession unless, subject to the advice of the Chief Legal Officer or the Chief Executive, it is agreed by the meeting that the amendments shall be taken en bloc.*
- (c) The mode of voting at meetings of Full Council shall be by show of hands and, on the requisition of the leader of a political group, or of any member of the Council supported by 14 other members of the Council raising their hands, made before the vote is called, the voting on any question shall be recorded in the minutes of the meeting so as to show whether each member present gave their vote for or against that question or abstained from voting. Immediately after any vote is taken at a budget decision meeting of an authority on the budget or council tax there must be recorded in the minutes of the proceedings of that meeting the names of the persons who cast a vote for the decision or against the decision or who abstained from voting.
- (d)* *Where immediately after a vote is taken any member so requires, there shall be recorded in the minutes whether that person voted for the question or against the question or abstained.*
- (e) Except in the case of a vote taken under any provision of Standing Orders 48 (Guillotine) 49 (Minutes) or 50 (Disorderly Conduct), at least one full minute before a vote is taken at a meeting of Full Council, the Mayor shall by way of announcement draw members' attention to the impending vote.
- (f) For the purpose of voting and for recording votes at meetings of Full Council, members shall be present and seated in their places.
- (g)* *In the case of an equality of votes the person presiding at the meeting shall have a second or casting vote.*

- (h)* *Once a vote has been taken on any matter, the matter shall not be reconsidered by the meeting other than to clarify any points or if the matter is a procedural matter only.*

 Brent	<p style="text-align: center;">Council 27 February 2017 Report from the Chief Executive</p>
<p style="text-align: right;">Wards Affected: All</p>	
<p style="text-align: center;">Appointment of Deputy Electoral Registration Officer</p>	

1. Summary

- 1.1 Under Section 8(2) of the Representation of the People Act 1983, Full Council must appoint an Officer to the position of 'Electoral Registration Officer'. This position is responsible for maintaining the Electoral Register for the area. The Chief Executive is the appointed Electoral Registration Officer in Brent.
- 1.2 Under Section 52(2) of the Representation of the People Act 1983, the Council may appoint a Deputy Electoral Registration Officer who is able to perform and exercise any of the duties and powers of the Electoral Registration Officer.

2. Recommendation(s)

- 2.1 That the Electoral Registration and Services Manager be appointed as the Deputy Electoral Registration Officer, with the full powers of the Electoral Registration Officer in her absence.

3. Detail

- 3.1 The Council is required, by law, to appoint an Officer to the position of 'Electoral Registration Officer'. This position is responsible for maintaining the Electoral Register.
- 3.2 If there were a legal challenge to any act of including, or refusing to include, somebody within the register of electors, it is the Electoral Registration Officer that would convene and conduct the hearing required by statute.
- 3.3 Council can appoint a Deputy Electoral Registration Officer who could carry out the duties of the Electoral Registration Officer in her absence.

4. Financial Implications

- 4.1 There are no financial implications. The Deputy Electoral Registration Officer would not receive any additional payment.

5. Legal Implications

- 5.1 The appointment of the Deputy Electoral Registration Officer will mitigate risks in the event that the Electoral Registration Officer is unavailable as her deputy will be able to make legal judgments regarding the Electoral Register on their behalf.

6. Equality Implications

- 6.1 None

7. Staffing and Accommodation Implications (if appropriate)

- 7.1 None

Contact Officers

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PETER GADSDON
Director Performance, Policy & Partnerships

 <p>Brent</p>	<p>Full Council 27 February 2017</p> <p>Report from the Director of Policy, Performance and Partnerships</p>
<p>For information</p>	<p>Wards affected: ALL</p>
<p>Review of new scrutiny committee structure</p>	

1.0 Summary

- 1.1 This report reviews the new structure of two scrutiny committees which came into effect on 18 May 2016, and examines the impact of the dual structure on addressing the challenges and strategic issues for scrutiny at Brent Council.

2.0 Recommendations

- 2.1 Full Council notes and agrees the content of this report.

3.0 Detail

- 3.1 On 22 February 2016, Full Council approved a new structure for scrutiny at Brent Council. This was to replace the Scrutiny Committee with the Community and Wellbeing Scrutiny Committee and the Resources and Public Realm Scrutiny Committee. The new system came into effect on 18 May 2016.
- 3.2 On 22 February 2016, Full Council agreed there should be a review of the new scrutiny arrangements including strategic matters such as budget setting and policy formation, and that there would be a follow-up report done in 2016/17.
- 3.3 The dual committee system operates quite differently to the previous structure. Each of the committees has discrete responsibilities for scrutinising the council's executive and covers different parts of the local authority's services. A rationale for moving to a dual rather than a single committee structure was that it would help the members on the committees to develop a more consistent and coherent work programme around important policy agendas and services. By concentrating on focused areas it would also help members to develop an in-depth understanding and knowledge of policy and strategic issues, which would assist them in scrutinising the council's executive and external

organisations. The work programmes for 2016/17 have demonstrated a more focused approach to policy than existed under the single Scrutiny Committee, and a more consistent focus on issues affecting children's services, health and adult social care as well as environmental services, finance and resources than existed under a single committee.

- 3.4 Each committee is broadly aligned to a council department and its services. Community and Wellbeing Scrutiny Committee has oversight of the Children and Young People and Community Wellbeing departments while the remit of Resources and Public Realm committee corresponds with Resources, Regeneration and Environmental Services, and Chief Executive's Department. The major areas of the council's services looked at by each committee, include:

Community and Wellbeing

Adult social care
Children's services
Cultural services
Education
Health
Housing
Public Health
Wellbeing

Resources and Public Realm

Budget
Business policy
Environmental policy
Environmental services
IT
Recycling
Regeneration
Transport

The alignment has worked well. The departments are engaged with a particular committee, and there is a clear separation of responsibilities between them. On the whole the focus on discrete areas has helped the members to gain a more in-depth specialism and understanding of services and key policy issues. However, there have been some policy issues, such as air quality, which have overlapped and the committee chairs have had to decide who then looks at the issue. In addition, it should be noted that the scope of each committee is still large and a challenge for members is to retain a sufficient body of knowledge about policy and operational issues over a large number of services.

- 3.5 Each of the committees are made up of eight elected members, including a chair and vice-chair. However, because the remit of the Community and Wellbeing Committee includes the council's role as a local education authority, it also has five members who are co-opted for the purposes of school education.
- 3.6 The two committees have powers for the scrutiny of external organisations and agencies. Community and Wellbeing Scrutiny Committee oversees scrutiny of NHS agencies and organisations, including Brent Clinical Commissioning group and the NHS hospital trusts, NHS England and NHS Property Services. It also takes part in the North West London Joint Health and Overview Scrutiny

Committee with seven other councils. Resources and Public Realm Scrutiny Committee has powers to review strategies for crime and disorder and flooding.

- 3.7 The mechanism for either of the scrutiny committees influencing the policies of the Cabinet or an external organisation is by making recommendations. All recommendations are agreed by committee members. They can either be developed during a committee meeting or as part of a more wide-ranging and in-depth task group report. Scrutiny has no legal powers to compel the Cabinet or an external organisation to accept or implement any of its recommendations.

Cabinet

- 3.9 Scrutiny's most important strategic relationship is with the Cabinet. Essentially, scrutiny's role lies in reviewing and reflecting on executive policy and proposals. In 2016/17 the scrutiny committees have ensured that recommendations made at committee meetings about policy are referred to Cabinet to be considered.
- 3.10 In 2016/17 there has been one call-in of a Cabinet decision. On the whole, the new structure is helping to work towards pre-scrutiny of executive decision-making, which means examining policy before the main decision is taken by Cabinet. Pre-scrutiny allows difficulties to be teased out and problems to be addressed, and assists Cabinet in its decision-making role.
- 3.11 An example of pre-scrutiny was a special meeting of the Community and Wellbeing Scrutiny Committee in October 2016 to consider the future options for management of housing services. The committee meeting made five recommendations which were noted in the main report when it was discussed and a decision was made by the Cabinet the following month.
- 3.12 Part of the rationale for changing the single Scrutiny Committee was that it had concentrated scrutiny activities into a relatively small group rather than allowing the wider participation from more non-executive members. The dual structure means there are now 16 non-executive members who are regularly scrutinising the local authority's executive as well as external organisations. In addition to the committee meetings there have also been four task groups which have been set up by the Community and Wellbeing Scrutiny Committee and Resources and Public Realm Scrutiny Committee in 2016/17 which has helped to broaden member participation in scrutiny.

In 2016/17 the task groups have included:

- Signs of Safety, Chair Cllr Hoda-Benn
- Child and Adolescent Mental Health Services, Chair Cllr Shahzad OBE
- Devolution of business rates, Chair Cllr Davidson
- Fiscal levers and small businesses, Chair Cllr Stopp

Budget Panel

- 3.13 In addition to the task groups, a Budget panel chaired by the Chair of the Resources and Public Realm Committee, which was set up by the two scrutiny committees to review the local authority's 2017/18 Budget proposals. The panel

included the Chair of Community and Wellbeing Scrutiny Committee as a member, and was made up members of the two committees or their substitutes. There were four meetings in all, which included detailed discussions of Budget setting priorities with senior officers from all of the local authority's departments.

- 3.14 As a cross-cutting area of council policy, the Budget is a strategically important area of work for scrutiny. The scrutiny Panel examined the Cabinet's Budget plans and offered suggestions for improvements where appropriate. In total, the Panel made seven recommendations around strategically important issues as well as commenting on the detail of more specific proposals in the 2017/18 Budget. It is generally felt that members being able to gain a greater in-depth understanding of policy and strategic issues by having a dual committee system has also helped the Panel in the development of its work.

External scrutiny

- 3.15 The single Scrutiny Committee was felt to have hindered the development of a productive relationship for scrutiny with statutory partners. The dual structure has enabled the Community and Wellbeing Scrutiny Committee to have a more dedicated approach to the relationship with health partners as well as other members of the North West London Joint Health and Overview Scrutiny Committee. Healthwatch Brent has also been more involved, taking part in discussions at committee on a number of occasions. This more focused relationship can also be seen in scrutinising the work of the Brent Local Safeguarding Children Board and the Brent Safeguarding Adult Board. Similarly, this improvement can be seen in the Resource and Public Realm Scrutiny Committee's relationship with the Safer Brent Partnership and external partner organisations who are responsible for crime and disorder strategies.

Community involvement

- 3.16 As well as improving democratic accountability, scrutiny also enables members to promote community involvement and participation in governance. This has worked well under the dual structure. Scrutiny has been more visible in the community because members of both committees have organised visits prior to committee meetings to see at first-hand how services are delivered and speak with service users and residents. For example, members of the Community and Wellbeing Committee visited a supported living centre in Wembley before a discussion about the New Accommodation for Independent Living (NAIL) project, and members of the Resources and Public Realm Committee visited town centres in the borough before considering a report on Brent's high streets at committee.
- 3.17 As well as presenting at Brent Connects area forums, the chairs of the two committees have also taken part in Youth Takeover Day 2016 and in Local Democracy Week 2016. During the week, the chairs of the committees hosted scrutiny cafes allowing residents to drop-in and raise issues or concerns, visited schools and took part in a radio phone-in on K2K Radio about local democracy and participation. These combined efforts have brought scrutiny at Brent Council to the attention of far more residents and allowed great participation in scrutiny.

Scrutiny networks

- 3.18 The two committees has built links with scrutiny members elsewhere in London as there are challenges and issues which cut across local authority boundaries. This has largely been done through the London Scrutiny Network. Cllr Davidson presented at a meeting of the Network about the task group which he chaired on the devolution of business rates. The task group on business rates also met with the Under Secretary of State for Communities and Local Government. Scrutiny's engagement with the Centre for Public Scrutiny (CfPS) has also stepped up. A representative from the CfPS met with Brent Council's scrutiny members in June and October to do training around their role in accordance with the governance of the council, as well as to outline the legal and statutory function of Scrutiny with regard to both the council and other public service providers. In addition, the Chair of Community and Wellbeing Scrutiny Committee led a workshop at the CfPS annual conference in December 2016.

Conclusions

- 3.19 While this report has reviewed the new structure at Brent Council, it is important to place it within the context of wider evaluations of scrutiny in local government. Scrutiny's effectiveness across local government in England is being reviewed by the Communities and Local Government Committee in Parliament. The committee's scope includes the operational independence of scrutiny, the extent and nature of its powers, use of specialist external advisers and external scrutiny, among other issues. A report is expected later this year.
- 3.20 Overall, Brent Council's change to a dual scrutiny structure has been generally positive. The new structure is helping to improve local accountability and decision-making through greater pre-scrutiny, more focused scrutiny activities, and greater involvement of non-executive members in scrutinising the Cabinet.

4.0 Financial Implications

- 4.1 There are no immediate financial implications arising from this report.

5.0 Legal Implications

- 5.1 There are no legal implications arising from this report.

6.0 Diversity Implications

- 6.1 There are no diversity implications immediately arising from this report.

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 Brent	<p>Full Council 27 February 2017</p> <p>Report from the Director of Human Resources and Organisational Development</p>
For Information and approval	Wards affected: ALL
Localism Act 2011 – Pay Policy Statement	

1. Summary

- 1.1. Section 38 (1) of the Localism Act 2011 requires English and Welsh local authorities to produce a pay policy statement on an annual basis. The Act does not apply to local authority maintained schools.
- 1.2. The purpose of this report is to inform Full Council of the arrangements that have been put in place in Brent Council to meet the requirements of the Act. The Act requires the pay policy statement to be approved by a meeting of Full Council and therefore this statement is presented for the Full Council meeting to be held on 27 February 2017.
- 1.3. The Pay Policy Statement for the Council is attached. The Statement is consistent with the specific requirements of the Act detailed in the body of this report and sets out all the factual pay information in relation to those requirements. The Act requires the Statement to be produced, approved and published on an annual basis by 31 March each year.
- 1.4. This pay policy statement was approved by the Council's General Purposes Committee on 30 January 2017.

2. Recommendations

- 2.1. It is recommended that Full Council approves the Pay Policy Statement attached to this report as an accurate and factual representation of the Council's pay arrangements for 2017/18. Any amendments required during the year will be brought back to a future meeting of the General Purposes Committee and Full Council for approval.

3. Detail

Requirements of the Localism Act 2011

- 3.1. The Localism Act 2011 (Sections 38 to 43) requires local authorities in England and Wales to publish a pay policy statement for each financial year beginning with 2012-13. This provision of the Act does not apply to staff in local authority maintained schools.
- 3.2. The Act sets out the matters which must be included in an authority's pay policy statement as follows:
 - the remuneration of its "chief officers";
 - the remuneration of its "lowest-paid employees" (together with the definition of lowest paid employees" adopted by that authority for the purposes of the Statement, and the reasons for adopting that definition); and
 - the relationship between the remuneration of its chief officers and the remuneration of its employees who are not chief officers.
- 3.3. For the purposes of the Statement, the Act defines who is included under the term "chief officer". It includes the Head of Paid Services (Chief Executive, the Monitoring Officer, the statutory chief officers (directors) as well as non-statutory chief officers and deputy chief officers (managers who report directly to a chief officer).
- 3.4. Remuneration is also defined widely and includes not just basic pay/salary but also any bonuses, charges, fees e.g. election fees or allowances, benefits in kind, and increases enhancements of pension entitlements and termination/severance payments. Remuneration in relation to employees who are not chief officers is also similarly widely defined.
- 3.5. The Statement must set out the Authority's policy on a number of specific aspects of chief officer remuneration:
 - The level and elements of remuneration for each chief officer;
 - The remuneration of chief officers on recruitment;
 - Increases and additions to remuneration for each chief officer;
 - The use of performance related pay for chief officers;
 - The use of bonuses for chief officers;
 - The approach to final payments to chief officers when they leave the authority; and
 - The publication of and access to information relating to remuneration of chief officers.
- 3.6. The Pay Policy Statement must be published on the Authority's website and in any other manner the Authority considers appropriate. There is no requirement to include specific numerical data on pay and reward within the statement. However, it is necessary to consider how the information in the Statement fits in relation to the information authorities are already required to publish, for example, the Local Government Transparency Code 2014.

Brent's Pay Policy Statement

- 3.7. The Policy Statement for Brent has been prepared incorporating all of the above requirements. The statement is attached to this report. There are no new proposals or policy changes attached to the statement as the information reflects current practice and is strictly factual in nature.
- 3.8. The introduction to the statement refers to the council's Workforce Strategy which sets out the overarching objective of having the right people, with the right skills, attitudes and experience, in the right place at the right time to enable the organisation to deliver on its corporate objectives and priorities. The Workforce Strategy 17/20 is currently being drafted. If, as a result of the new workforce strategy, there are any proposals that fundamentally impact on the pay policy statement for 17/18, any amendments to the statement will be brought before General Purposes Committee and Full Council once such impacts are known.
- 3.9. Brent's senior managers covered are those in the top three tiers in the management structure - the Chief Executive (Tier 1), Strategic Directors (Tier 2), Operational Directors (Tier 3) and the Chief Legal Officer (which is the Council's monitoring officer but is a Head of Service level post). This includes all statutory and non-statutory chief officer posts.
- 3.10. All references to terms and conditions in the statement are factual. Where appropriate a link to the relevant pay policy e.g. the council's pension arrangements has been included.
- 3.11. In keeping with the requirements of the Act the statement will be published on the Internet with links to pay policy and information where appropriate.
- 3.12. As set out in the summary to this report the pay policy statement must be approved by a meeting of the Full Council and published by the 31st March each year. The information the authority is required to publish is factual, based on the current pay arrangements. There are no proposals to make any changes to these arrangements subject to any changes in approach to remuneration arising from the review of the workforce strategy. The Full Council at its meeting in February 2017 is requested to approve the Pay Policy Statement for the financial year 2017/18 as required by the Localism Act.

4. Financial Implications

- 4.1. There are no financial implications arising from this report.

5. Legal Implications

- 5.1 The contents of the statement comply with regulation 38 of the Localism Act 2011. The approval of the pay policy will satisfy the technical requirements of Regulation 39 of the Localism Act 2011.

6. Diversity Implications

- 6.1. There are no diversity implications arising from this report.

7. Staffing/Accommodation Implications

Whilst the pay policy statement applies to all staff, as there are no fundamental changes to current arrangements, staff are not impacted by the proposed Pay Policy Statement.

8. Background Papers

8.1. Pay Policy Statement

Contact Officers

David Veale

Director of Human Resources & Organisational Development



BRENT COUNCIL PAY POLICY STATEMENT

Financial Year 2017/18

April 2017

Contents

Purpose	3
Strategic Context	3
Review of Employee Benefits	4
Council Pay Rates and Scales	4
Remuneration of Senior Management (Chief Officers)	4
Remuneration of Lowest Paid Employees	5
London Living Wage	5
Pay Multiple	5
Pay Grading	6
Local Conventions for the GLPC Job Evaluation Scheme	6
Public Health Transfer	6
Pay on Appointment	7
Annual Pay Progression	7
Performance Related Pay and Bonuses	7
National / Regional Pay Agreements	7
Market Supplements	8
Fees for Election Duties	8
Pension	8
Payments on Termination of Employment	9
Re-employment of Employees	9
Tax avoidance	9
Publication and access to information	10

BRENT COUNCIL PAY POLICY STATEMENT

Financial Year 2017/18

Purpose

The council's pay policy outlines Brent's policy on pay and benefits for all employees (excluding Schools) and has been developed to meet the relevant statutory provisions of the Localism Act 2011.

The pay policy will be reviewed on an annual basis and any changes will be approved in advance of each new financial year.

The pay policy statement can be amended during the course of any financial year, but only by a resolution of the Full Council. If it is amended during the year to which it relates, the revised version of the statement will be published as soon as reasonably practicable.

Strategic Context

The current and future pay and benefit arrangements are embodied in the council's Workforce Strategy which reflects the Borough Plan priorities. The council's Borough Plan and Brent 2020 programme provide the strategic framework for the council's workforce and people priorities.

The overarching objective for the Workforce Strategy is to have the right people, with the right skills, attitudes and experience, in the right place at the right time to enable the organisation to deliver on its corporate objectives and priorities.

Key strategic aims of the Workforce Strategy are:

- Achieving organisational effectiveness and strong performance management
- Recruiting, retaining and rewarding a diverse, highly skilled and motivated workforce
- Valuing diversity and reducing inequalities
- Developing high performing managers and talented staff
- Building the professionalism and skills of the workforce to support Transforming Brent 2020 projects and deliver high quality services

The council is committed to being a good employer and maintain its excellent track record in employing a workforce which reflects the community in composition. In order to recruit and retain a high quality workforce, the council will pay its staff at

appropriate salary levels to attract and retain staff, throughout the council, particularly those in hard to recruit roles. Since the move to the Civic Centre in 2013, employees have adapted to new ways of working.

Review of Employee Benefits

The council's pay arrangements and terms and conditions play a key role in enabling the council to fully realise its objectives and in ensuring the workforce is 'fit for purpose'. The council is committed to fair and equitable pay and benefits arrangements to maintain a flexible, talented and performance focused workforce. The council carried out a gender pay gap audit in September 2016 which revealed that the overall gender pay gap was -0.4% for comparison of "weighted" median pay and 6.8% for comparison of "unweighted" median pay. The benchmark average for the public sector is 11%.

All the council's pay arrangements are contained within a single policy document.

Council Pay Rates and Scales

Pay scales are reviewed annually in line with the National Joint Council agreements and are usually effective from 1st April each year.

The following pay scales have been adopted by the council:

- Greater London Provincial Council (GLPC) London Pay Scales (GLPC job evaluated) (main pay scales)
- Senior Manager Pay Scales (Hay job evaluated) (senior managers)
- Soulbury Pay Scales (Education Psychologists, Advisors and Inspectors)
- Soulbury Pay Scales (Youth and Community Service, Young People and Community Service Managers)
- Teaching Pay Scales (for centrally employed local authority teachers)

Remuneration of Senior Management (Chief Officers)

The council defines its senior management as the top 3 tiers in the management structure. This includes all statutory and non-statutory Chief Officers and Deputy Chief Officer roles. It comprises the Chief Executive, Strategic Directors and Operational Directors.

Currently the pay, expenses and declaration of interest are published for the Corporate Management Team which comprises the Chief Executive and the Strategic Directors. The council appointed a new Chief Executive in September

2015. The rate of pay of the Chief Executive and Strategic Directors are in accordance with the council's senior management pay rates.

The council may, in exceptional circumstances, employ senior managers under contracts for services. The council generally will aim to pay such individuals at a rate consistent with the pay of directly employed staff performing a comparable role although there may be circumstances where there is a business case to support a higher pay rate for a short term period to ensure continuity of service and meet any statutory obligations. The council's approach to dealing with HMRC changes to regulations for provision of personal services from April 2017 is being formulated. It is anticipated that the council will base decisions on the use of the Her Majesty's Revenue and Customs' (HMRC) online assessment tool to determine whether individuals hired on an interim basis will be on a PAYE or personal services basis. It's anticipated that most agency workers, consultants and interims are likely to pay tax on a PAYE basis. The council's policy on this matter will be brought before General Purposes Committee (GPC) and Full Council once formulated.

Remuneration of Lowest Paid Employees

The council defines its lowest paid employees as those staff paid on the lowest established grade and scale point which in Brent is Scale 3 spinal point 14 of the Greater London Provincial Council (GLPC) Pay Scales currently £18,324 per annum.

London Living Wage

The council has implemented the London living wage. This rate has been applied to all staff who receive less than £9.75 per hour. Those whose substantive salary is below the London Living Wage are placed on the nearest spinal column point to ensure an equivalent rate to the London Living Wage. The London Living Wage will not apply to apprentices as they are paid in accordance with nationally defined training rates. The Council is an accredited London Living Wage Employer and asks its contractors supplying services to the Council to pay their staff the London Living Wage. As contractors are employers in their own right, the council cannot legally force contractors to pay the London Living Wage but has built into its procurement procedures a requirement to do so. The Council also encourages schools to pay the London Living Wage.

Pay Multiple

The 'pay multiple' is the ratio between the highest paid salary and the lowest/median average salary of the council's workforce. The council's highest paid employee is the Chief Executive. The current median salary is SCP 34 £32,307.

The current multiples are
Lowest salary multiple is 1:10.5

Median salary multiple is: 1:6

This is within what is regarded as good practice for the median salary multiple as described by Will Hutton in his 2011 Fair Pay Review in the Public Sector which identified multiples at or around 8.00. The council has not set a target for a maximum multiple. The pay multiple has remained relatively unchanged from 2016/2017. As the Chief Executive is at the top of the pay scale, the lowest and median pay multiples are unlikely to increase.

Pay Grading

Single Status was introduced in 2009 for staff on the main pay scales. Single Status introduced common job evaluation schemes and pay scales for the council's former manual workers, administrative, professional, technical and clerical employees with the exception of education psychologists, nursery nurses, youth and community workers, chief officers and the chief executive.

Senior managers including chief officers have locally determined rates of pay which are linked to national negotiations for the determination of pay awards. A revised pay and grading structure for senior managers was introduced on 1st April 2013. The aim of the review was to reduce costs whilst ensuring the council's pay arrangements remained competitive.

Also in 2013, the council rationalised the terms and conditions for senior managers. Those senior management posts which fall within the Joint National Committee (JNC) Chief Officer definition are employed on JNC terms and conditions and all other senior managers are employed on National Joint Committee (NJC) for Local Government Services terms and conditions with some local variations. The senior management posts which fall within the JNC definition are predominately the strategic directors and other directors with statutory responsibilities e.g. Section 151 officer. This means that the majority of senior managers have terms and conditions which are largely consistent with those for other staff. A number of changes were also made to the JNC for Chief Officer terms and conditions to align them more with the terms and conditions for all other staff.

Local Conventions for the GLPC Job Evaluation Scheme

Virtually all local authorities and organisations that use the GLPC Scheme have local conventions in place. Without local conventions, evaluators may interpret these terms differently, hence gradings can be affected and consistency degraded.

The council in March 2013 introduced local conventions to ensure that the scheme is applied consistently and fairly to all employees. These have been reviewed and

amended in accordance with refreshed guidance notes on the job evaluation scheme issued by the GLPC in 2016.

Public Health Transfer

Following major changes to the public health system, responsibility for public health transferred to local authorities on 1st April 2013. Fifteen staff transferred into the council under NHS terms and conditions including pay. A Director of Public Health has been recruited on Brent terms and conditions.

Pay on Appointment

All employees are normally appointed on the lowest pay spinal column point for their job evaluated grade. Employees may be appointed at a higher point, where they are currently earning more than the lowest pay spine for the role and where it is considered that they already possess the skills and experience needed to justify a higher salary within the grade. Appointment at a higher point on the salary scale has to be authorised by the service Operational Director and the Director of Human Resources and Organisational Development

The council delegates authority to the Senior Staff Appointments Sub-Committee to make appointments to the council of all officers at Operational Director level and above with the exception of the Chief Executive, in which case a recommendation to appoint is made to Full Council for its final decision to confirm the appointment or not.

Annual Pay Progression

Brent's pay policy is primarily based on evaluated pay grades, each having a salary range comprising a number of incremental points. Other pay grades are nationally prescribed and also have incremental progression arrangements. Most employees incrementally progress through the pay grade for their job. Progression will normally be one increment (pay spine column point) on the 1st of April each year until the top of the grade is reached for those on the main pay scales. Separate arrangements apply during the first year of service where the start date is between 1st October and 31st March and on the anniversary of joining for those on senior manager pay scales.

Pay progression is subject to satisfactory performance assessed during the annual appraisal process and can be withheld if there is a current disciplinary sanction in place or where poor performance is currently being addressed through Council procedures.

Performance Related Pay and Bonuses

Council employees including the Chief Executive and directors do not receive performance related payments or bonuses.

National / Regional Pay Agreements

The council operates the national (JNC/NJC) and regional Greater London Provisional Council (GLPC) collective bargaining arrangements for pay and conditions of service for all employees, including senior managers. Pay is increased in line with national and regional pay agreements.

Details of the 2016/18 pay award agreement are:

From 1st April 2016:

- Salary increases ranging from 1% to 6.6% on the higher and lower spine points, with low earners receiving higher proportional increases in salary. Most grades will receive a 1% increase with higher percentage increases applying only to the lowest paid staff.

and...

From 1st April 2017:

- Salary increases ranging from 1% to 3.4%. Most grades will receive a 1% increase with higher percentage increases applying only to the lowest paid staff.
- The total increase to the national pay bill resulting from this offer is 2.4% over two years (covering the period 1 April 2016 to 31 March 2018).
- The individual basic salaries and salary scales of all officers within scope of the JNC for Chief Officers of Local Authorities increased by 1.0% with effect from 1st April 2016 and will increase by a further 1.0% with effect from 1st April 2017.

Market Supplements

The council has recently re-introduced market supplement payments to children's social workers to address the ongoing recruitment difficulties and to ensure the council remains competitive in the recruitment market. Apart from children's social workers, there are only a small number of supplements in existence and these have planned end dates. Individual service areas do not have discretion to apply market supplements and there is a governance structure in place to agree such supplements based on a sound business case.

Fees for Election Duties

Election fees paid to employees (including chief officers) who assist in elections are in line with the rates agreed by the Government whenever general, regional or European elections occur. In light of the referendum vote on 23rd June 2016 for the UK to leave the European Union, there are unlikely to be further European elections to assist with. Where local elections occur fees will be determined using the cross-London agreed rates.

Pensions

All non teaching employees are able to join the Local Government Pension Scheme (LGPS). Teachers are able to join the Teachers Pension Scheme. Benefits for both schemes are paid in accordance with government regulations. National Health Service employees who transferred to the council under TUPE have access to the NHS Pension Scheme under special provisions agreed as part of the transfer into local government. Employees joining Public Health after the transfer are employed on Council terms and conditions and do have access to the LGPS.

Payments on Termination of Employment

In the event that the council terminates the employment of an employee on the grounds of redundancy the terms of the council's redundancy and early retirement arrangements will apply. Termination payments will be subject to any caps introduced by government legislation as will repayment of severance payments set by legislation. It is anticipated that legislation on capping payments and repayment of severance will be introduced in the first half of 2017.

Re-employment of Employees

Section 7 of the Local Government and Housing Act 1989 requires that every appointment to paid office or employment in a local authority shall be made on merit.

The re-engagement of employees including chief officers who are made redundant is subject to the council's re-engagement arrangements (contained within the council's Managing Change Policy). The policy sets out the minimum period a former employee must wait before being eligible to work for the council again, as well as outlining other restrictions.

Employees who are made redundant may not be re-engaged within twelve months of their termination of employment for reasons of redundancy. After twelve months the employee may be re-engaged via the normal recruitment procedures either to carry

out similar work or a different job. Re-engagement is subject to the approval of the relevant Operational Director and Director of Human Resources and Organisational Development.

Tax avoidance

All permanent Brent staff including senior managers are paid through payroll which means that all taxes are deducted at source. A review of temporary staff is regularly conducted and it is Brent's policy to cover vacancies through the use of approved agency workers or by appointing staff on fixed term contracts. Temporary workers providing services through their own companies will be carrying out projects and generally not covering permanent roles other than in exceptional circumstances e.g. where interim cover is essential whilst a permanent appointment is recruited. Where these situations do occur they will be limited in duration, usually to less than 6 months.

Publication and access to information

Brent's annual Pay Policy Statement will be published on the website where it can be easily accessed. Information about chief officers' remuneration is published on the council's website www.brent.gov.uk in the section Senior Staff Salaries.

Brent Pay Policy Statement 2017/18 Equality Analysis

Department: Human Resources

Person Responsible: David Veale

Created: Jan 2017

Next Review (if applicable): Jan 2018

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

Section 38 (1) of the Localism Act 2011 (The Act) requires England and Welsh local authorities to produce a pay policy statement on an annual basis. The Act does not apply to local authority maintained schools.

The council's Pay Policy statement outlines Brent's policy on pay and benefits for all employees (excluding Schools) and has been developed to meet the relevant statutory provisions of the Localism Act 2011.

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

The Pay Policy statement applies to all Brent employees excluding staff from local authority maintained schools.

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

No. The council is committed to being a good employer and maintain its excellent track record in employing a workforce which reflects the community. In order to recruit and retain a high quality workforce, the council aims to pay its staff fairly and at appropriate salary levels to attract and retain staff, throughout the council, particularly those in hard to recruit roles.

The council has implemented the London living wage (LLW). This rate has been applied to all staff who receive less than £9.75 per hour. The London Living Wage will not apply to apprentices as they are paid in accordance with nationally defined training rates. The Council is an accredited London Living Wage Employer and asks its contractors supplying services to the Council to pay their staff the London Living Wage. As contractors are employers in their own right, the council cannot legally force contractors to pay the LLW but has built into its procurement procedures a requirement to do so. The Council also encourages schools to pay the LLW.

3.2 Could the proposal have a disproportionate impact on some equality groups? If you answered 'Yes' please indicate which equality characteristic(s) are impacted

No as explained above.

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

No. There are no substantial changes to pay policy current arrangements.

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

Yes, however, the Council carries out annual pay audits (e.g. Gender Pay Gap) to monitor impact and ensure that employees are not disproportionately affected by its pay policy arrangements.

The council's pay arrangements and terms and conditions play a key role in enabling the council to fully realise its objectives and in ensuring the workforce is 'fit for purpose'. The council is committed to fair and equitable pay and benefits arrangements to maintain a diverse, flexible and talented workforce. The council carried out a [Gender Pay Gap audit in September 2016](#) which revealed that the overall gender pay gap was -0.4% for comparison of "weighted" median pay and 6.8 per cent for comparison of "unweighted" median pay. The gender pay gap remained unchanged since 2014-15 when the overall gender pay gap was also 6.8 per cent.

In 2015, the UK's gender pay gap for all employees was 19.2 per cent. This is the official figure used by the Office for National Statistics (ONS), meaning that on average women earned around 19.2 per cent less than men. Based on the ONS Annual Survey of Hours and Earnings (2015), the national public sector gender pay gap is 11.4 per cent.

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

Yes, however, the Council carries out annual pay audits (e.g. Gender Pay Gap) to monitor impact and ensure that employees are not disproportionately affected by its pay policy arrangements.

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

Yes, it relates to equality objective five: To develop and sustain a skilled and committed workforce able to meet the needs of all local people.

The council is committed to fair and equitable pay and benefits arrangements to maintain a diverse, flexible and talented workforce. It regularly monitors the diversity profile of its workforce and publishes annual Workforce Diversity reports that, along with the Gender Pay Gap audits, help inform this and other Council policies.

Recommend this EA for Full Analysis?

No because there are no new proposals or substantial policy changes introduced.

If, as a result of the new Workforce Strategy, there are any proposals that fundamentally impact on the pay policy statement for 17/18, any amendments to the statement will be subject to equality consideration and will be brought before General Purposes Committee and Full Council.



FULL COUNCIL – 27 FEBRUARY 2017

CROSS-PARTY MOTION

BRENT COUNCIL CONDEMNS US TRAVEL BAN

This Council unanimously condemns recent unjustified and inhumane efforts by President Donald Trump to ban the men, women and children of predominantly Muslim countries from entering the United States, and objects in the strongest terms to the principle of any nation imposing arbitrary, discriminatory travel bans.

This Council holds that racism and xenophobia, for which there can be no place in civilised society, be challenged at every turn, and that the politics of hate and fear must always be robustly confronted and comprehensively rejected.

This Council draws attention to the recent commemoration of Holocaust and Genocide Memorial Day and implores President Trump to heed urgent warnings against allowing the catastrophic mistakes of our collective past to be repeated.

This Council celebrates our borough's proud diversity and is testament to the immense and invaluable contribution afforded by the universal human right of global migration.

While recognising the need to prioritise national security, this Council calls on the UK government to continuing setting an international example of enlightened compassion, ensuring that our words are more than matched by our actions via a guarantee that this country will always be as much a place of sanctuary as it is a land of opportunity.

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