



Brent

Cabinet

Monday 14 August 2017 at 6.00 pm

Board Rooms 3, 4 & 5 - Brent Civic Centre

Membership:

**Lead Member
Councillors:**

Portfolio

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

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

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

Notes for Members - Declarations of Interest:

If a Member is aware they have a Disclosable Pecuniary Interest* in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent and must leave the room without participating in discussion of the item.

If a Member is aware they have a Personal Interest** in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent.

If the Personal Interest is also a Prejudicial Interest (i.e. it affects a financial position or relates to determining of any approval, consent, licence, permission, or registration) then (unless an exception at 14(2) of the Members Code applies), after disclosing the interest to the meeting the Member must leave the room without participating in discussion of the item, except that they may first make representations, answer questions or give evidence relating to the matter, provided that the public are allowed to attend the meeting for those purposes.

***Disclosable Pecuniary Interests:**

- (a) **Employment, etc.** - Any employment, office, trade, profession or vocation carried on for profit gain.
- (b) **Sponsorship** - Any payment or other financial benefit in respect expenses in carrying out duties as a member, or of election; including from a trade union.
- (c) **Contracts** - Any current contract for goods, services or works, between the Councillors or their partner (or a body in which one has a beneficial interest) and the council.
- (d) **Land** - Any beneficial interest in land which is within the council's area.
- (e) **Licences**- Any licence to occupy land in the council's area for a month or longer.
- (f) **Corporate tenancies** - Any tenancy between the council and a body in which the Councillor or their partner have a beneficial interest.
- (g) **Securities** - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

****Personal Interests:**

The business relates to or affects:

(a) Anybody of which you are a member or in a position of general control or management, and:

- To which you are appointed by the council;
- which exercises functions of a public nature;
- which is directed is to charitable purposes;
- whose principal purposes include the influence of public opinion or policy (including a political party of trade union).

(b) The interests a of a person from whom you have received gifts or hospitality of at least £50 as a member in the municipal year;

or

A decision in relation to that business might reasonably be regarded as affecting, to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the electoral ward affected by the decision, the well-being or financial position of:

- You yourself;
- a member of your family or your friend or any person with whom you have a close association or any person or body who employs or has appointed any of these or in whom they have a beneficial interest in a class of securities exceeding the nominal value of £25,000, or any firm in which they are a partner, or any company of which they are a director
- any body of a type described in (a) above.

Agenda

Introductions, if appropriate.

Item **Page**

1 Apologies for Absence

2 Declarations of Interest

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

3 Minutes of the Previous Meeting

To follow

To confirm as a correct record, the minutes of the meeting of the Cabinet on 24 July 2017.

4 Matters Arising

5 Petitions (if any)

Chief Executive's Reports

6 Progress Update on the Borough Plan 2015-2019

1 - 12

This report provides an update on progress against the outcomes of the Brent Borough Plan 2015-19. Where available and relevant, this draws upon data from the council's corporate suite of key performance indicators (KPIs) or from other indicators monitored locally or nationally.

Ward Affected:
All Wards

Lead Member: Leader (Councillor Muhammed Butt)

Contact Officer: Pascoe Sawyers, Head of Strategy and Partnerships:

Tel: 020 8937 1045;

pascoe.sawyers@brent.gov.uk

7 Performance Report, Q1 (April - June) 2017/18

13 - 46

The purpose of this report is to provide Cabinet with a corporate overview of performance information for the first quarter of 2017/18 linked to the Brent 2020 and Borough Plan priorities, to support informed decision-making and to manage performance effectively.

Ward Affected:
All Wards

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

Community Well-being reports

- 8 Authority to Tender a Contract for an Integrated Treatment Recovery Wellbeing and Substance Misuse Service 47 - 58**

Ward Affected:
All Wards

Lead Member: Lead Member for Community Wellbeing (Councillor Krupesh Hirani)
Contact Officer: Dr Melanie Smith, Director
Public Health:
Tel: 0208 937 6227;
melanie.smith@brent.gov.uk

- 9 Authority to Award, Care and Support Contract for Mental Health Supported Living Schemes 59 - 90**

In accordance with Contract Standing Orders 88 and 89, this report seeks Cabinet authority to award 2 Accommodation plus contracts for a period of 4+1 years. These contracts will be for two Mental Health Supported Living Schemes at Park Avenue North and Forty Lane. This report summarises the process undertaken in tendering these contracts, and provides recommendations of the organisations the contracts should be awarded to as determined through the completion of the evaluation of the tenders.

Ward Affected:
All Wards

Lead Member: Lead Member for Community Wellbeing (Councillor Krupesh Hirani)
Contact Officer: Ian Buchan, Interim Team Manager - Quality and Development, Commissioning and Quality:
Tel: 020 8937 4149;
Ian.Buchan@brent.gov.uk

Regeneration and Environment reports

- 10 South Kilburn Regeneration Programme– Statutory Consultation with secure tenants in Neville House, 1-64 Winterleys, 113-128 Carlton House (being part of ‘Phase 4’) and 1-72 Blake Court (being part of ‘Phase 5’) 91 - 144**

Ward Affected:
Kilburn

Lead Member: Lead Member for Regeneration, Growth, Employment and Skills (Councillor Shama Tatler)
Contact Officer: Jill Rennie, Senior Project Manager, Estate Regeneration:

11 Reference of Item Considered by Scrutiny Committees (if any)

12 Exclusion of Press and Public

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

- Authority to Award, Care and Support Contract for Mental Health Supported Living Schemes – **Appendix 1**

13 Any Other Urgent Business

Any decisions taken urgently under this heading must comply with the provisions outlined in Standing Order 16 (a) of the Council's Constitution.


Date of the next meeting: Monday 11 September 2017



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

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

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 Brent	<p style="text-align: center;">Cabinet 14 August 2017</p> <p style="text-align: center;">Report from the Director of Performance, Policy and Partnerships</p>
<p>Wards affected: ALL</p>	
<p style="text-align: center;">Progress update on Borough Plan 2015-2019</p>	

1.0 Summary

- 1.1 This report provides an update on progress against the outcomes of the Brent Borough Plan 2015-19. Where available and relevant, this draws upon data from the council's corporate suite of key performance indicators (KPIs) or from other indicators monitored locally or nationally. For each outcome, there is also a status of red, amber/red, amber/green or green to indicate if the outcome is on track to be achieved.

2.0 Recommendations

- 2.1 Cabinet is recommended to:
- 2.2 Review the progress against Borough Plan outcomes as at 2017.

3.0 Detail

- 3.1 Following detailed discussion with partners in the statutory and voluntary sectors, as well as an extensive public consultation exercise, the Borough Plan was endorsed by Cabinet in December 2014, by Partners for Brent in February 2015, and finally agreed by Council in March 2015. It constituted a community strategy for Brent and set out how the council, its partner services, local residents, local business and the voluntary and community sector would, working together, improve the quality of life locally.
- 3.2 The Borough Plan contains 36 outcomes, across three priorities:
- Better Lives
 - Better Place, and
 - Better Locally.
- 3.3 These outcomes would be achieved over the lifetime of the Plan, from 2015 until 2019. This update therefore comes approximately halfway through the

period, and services have mostly rated their own progress against the outcomes, bearing this in mind. Progress is rated on a colour scale, to indicate the extent to which the outcome is on-track for delivery. (It should be noted that where data or evidence is not available to directly measure an outcome as set out in the Plan, other data or evidence may be employed as a proxy measure, and a judgement made.)

- 3.4 Of the 36 outcomes, 17 (47.2%) have been rated as green; nine (25%) as amber/green; eight (22.2%) as amber/red; and one (2.8%) as red. The remaining outcome (2.8%) has not been accorded a RAG status, as its measurement is dependent on the Residents' Attitude Survey, which has not been undertaken since 2014 (though some satisfaction data is provided for a small number of specific services, along with contextual national data).
- 3.5 Notable achievements for the outcomes include:
- Additional school places at Reception addressing demand
 - A higher proportion of safeguarding outcomes for adults being met
 - Increased resident satisfaction with the cleanliness and appearance of our streets, parks and green spaces
 - Increased participation in sport, physical recreation and cultural activities, with more visits to sports centres and libraries
 - A significant increase in the number of voters registered under the individual voter registration scheme, particularly in 2017
 - Additional volunteers registered across the borough through the council's contract with Groundwork for Volunteer Brent, and increased support for local voluntary sector groups
 - Numerous awards and accreditations for the council in recognition of equality outcomes, and
 - New service models developed and run in partnership with local people and organisations, such as the Harlesden Hub and the single homelessness pathway.
- 3.6 There are also a number of areas where further work is required. For example:
- In line with the rest of London, violent crime has increased, and the police are targeting problem areas and high risk individuals in relation to violent crime, with all wards to have two ring-fenced officers by the end of 2017. Domestic abuse offences have also risen, though this is likely due to improved reporting and flagging methods. A range of support for both victims and perpetrators is being provided through the Troubled Families programme, and this area is also the subject of an Outcomes Based Review.
 - Delivery of affordable housing has not reached target levels (though Brent has consistently been in the top ten London authorities delivering affordable homes) – the council is tackling this by actively engaging with registered providers to encourage them to build in Brent, and plans to continue through its two Housing Zones and receipts from Right to Buy.
 - The gap between the Brent employment rate and that of London has widened, as has that between average incomes – though the council

continues to address these through initiatives like the Living Room, promotion of the London Living Wage and apprenticeships, and further planning with the Brent Business Skills Board.

- Local health services have been judged to require improvement at inspection, and Inequalities in life expectancy for men appear to be widening (though data is published several years in arrears, and so the impact of the Borough Plan cannot yet be measured).

3.7 Looking forward to the next version of the Borough Plan, the council and its partners will likely wish to review how outcomes and targets are set, so as to ensure that these represent realistic goals that are achievable within the lifetime of the Plan, whilst continuing to encourage improved performance. This should also provide a clear focus on our Brent 2020 priorities, as the areas which will make a significant difference in light of the challenges and opportunities facing the borough, ie employment and skills; physical, social and environmental regeneration; business and housing related growth; demand management; and raising income through our assets.

4.0 Financial Implications

4.1 None

5.0 Legal Implications

5.1 The council's Borough Plan 2015-19 is its current sustainable community strategy and forms part of the council's Policy Framework under the Constitution.

6.0 Diversity Implications

6.1 None

7.0 Staffing/Accommodation Implications (if appropriate)

7.1 None

8.0 Background Papers

None

9.0 Contact Officers

Mark Cairns
Policy & Scrutiny Manager
Strategy & Partnerships

PETER GADSDON

Director of Performance, Policy & Partnerships
Chief Executive's Department

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Borough Plan Outcome	Performance Indicator(s)	14/15 Baseline	15/16 Outturn	16/17 Outturn	RAG Status	Overall commentary on outcome
BETTER LIVES						
1.1 Supporting local enterprise, generating jobs for local people, helping people into work and promoting fair pay.						
Significantly increased investment and economic activity in the borough	Business count	13,150 (2015)	14,095 (2016)	Not available	Amber/Green	The overall number of enterprises in Brent increased by 38% from 10,220 in 2010 to 14,095 in 2016. Increases were year on year over the period, including 7% from 2015 to 2016. The number of economically active people in LB Brent has increased 11.7% from 153,300 in 2010 to 171,200 in 2016. Increases were year on year for most of that period, though with a small drop in 2015/16. The gap between the percentage of economically active people in Brent, and London and Great Britain averages, also narrowed over most of that six-year period.
	Economically active people in Brent (includes those who are unemployed, but able to work).	172,000 (75.1%) (2015)	171,200 (75.3%) (2016)	Not available		
	Number of new enterprises (and percentage of births out of all active enterprises)	2,585 (18%)	2,895 (18%)	Not available (expected Dec 2017)		
	Survival rate of enterprises (ie new businesses from the previous year which have survived for one year)	93.2%	93.2%	Not available (expected Dec 2017)		
Employment rates at least as good as the London average	HE 81 - Jobs - Brent Works - Employment Outcomes	New measure for 15/16	123	95	Amber/Red	Overall Brent's employment rate (69.4%) is slightly below the London average (73.8%), and largely unchanged from the previous year. However, significant progress has been made to increase employment levels in priority neighbourhoods via a place-based initiative called The Living Room which has successfully brought together a co-located, multi-agency service to improve sustained employment outcomes for people experiencing long term unemployment.
	HE 84 - Priority Areas - The Living Room - Employment Outcomes	New measure for 15/16	45	49		
	Employment rate (aged 16-64), with London average in brackets	70.6% (71.8%)	68.4% (73.2%)	69.4% (73.9%)		
Employment rates for young people at least as good as the London average	Employment rates for those aged 18-24, with London average in brackets	52.7% (51.9%)	45.6% (54.3%)	58.8% (55.8%) (Jan-Dec 2016, so overlaps with 15/16. Full year expected June 2017)	Green	An apprenticeship and job brokerage support service - Brent Works - has been launched by the council to support employers to utilise apprenticeship grants and increase the apprenticeship opportunities available to young people. The service also links employers to registered apprenticeship training providers to deliver appropriate training. The service then promotes these opportunities to local young people and supports them with applications and the transition into the workplace. This includes opportunities created via Social Value in the council's procurement (for contracts over £100k), and via Section 106 Agreements, creating construction opportunities with Brent developers. The Connexions service also provides support for 14-19 year olds who are NEET, or at risk of NEET, as well as school careers advice and guidance. The employment rate for young people appears to have improved for 2016/17 and is higher than the London average, however, it has fluctuated significantly in the last three years.
Average incomes at least as high as the London average	Average weekly earnings as recorded on Nomisweb	Brent: £547.50 London: £617.10	Brent: £553.20 London: £620.80	Brent: £550.00 London: £632.40	Amber/Red	The action that the council is able to take on average incomes in comparison to the London average is outweighed by the impact of the market. As a result, despite the various interventions that have been made, such as promotion of the London Living Wage and apprenticeships, inequality between Brent and London as a whole has not reduced. It will be important for the council to utilise the apprenticeship levy, as a recruiter and working with other employers. This can help to develop improved career paths for Brent residents. The London Living Wage will continue to be promoted. Discussion is also taking place with the Brent Business Board to discuss the skills and productivity gap for UK businesses, to consider potential strategies and mitigations locally.
The proportion of local people earning at least the London Living wage as high as the London average	HE 83 - Earnings - London Living Wage signups	Not available	17	12	Amber/Red	A KPMG report in November 2016 showed Brent amongst the bottom 25% of London boroughs for the proportion of jobs paying the London Living Wage. Brent continues to promote the LLW and has over 30 sign-ups with the London Living Wage Foundation, which is more than the majority of London boroughs (with the exception of central London). Following a mailout with the business rates bills to all businesses, 29 requests for more information to become accredited have been received since March 2017. Three business have already completed accreditation in that time. It will continue to be challenging to raise the number of Brent employers paying the LLW compared with some other parts of London, as the Brent economy is relatively low-skilled and low-paid, with primary sectors being health and social care, warehousing, food manufacturing, hospitality and retail. Attracting or supporting the start-up of more high value businesses in Brent will be a more effective long-term strategy to secure the LLW.
1.2 Making sure that our children and young people have access to the best education and training, achieve to their potential and have the best start in life.						
All local children will have an appropriate school place.	PP 21 - New reception places created	180	360	60	Green	The creation of additional Reception places means that the council is able to meet demand. This is evidenced in the latest admissions data - every Brent child whose parents applied on time has been offered a primary school place for September 2017, with 83.8% offered their first preference, a 2.5% increase on 2016. 97% of applicants were offered a place at one of their preferred schools. Brent is meeting its target to offer primary school places in-year within four weeks of application. The one young person not offered a secondary school place within four weeks in 16/17 has complex needs, which required assessment before an appropriate place could be identified.
	PP 22 - New primary school places created	330	1,110	1,140		
	No. of CYP applying for Reception and Yrs 1 & 2 (ages 4-6) not offered a school place w/in 4 wks	13	0	0		
	No. of CYP applying for Yr 3, 4, 5 & 6 (ages 7-10) not offered a school place w/in 4 wks	0	0	0		
	No. of CYP applying for Yr 7, 8, 9, 10 & 11 (ages 11-16) not offered a school place w/in 4 wks	1	2	1		
All Brent schools will be rated as good or outstanding	Percentage of schools that are judged good or outstanding by Ofsted	85%	91%	96%	Amber/Green	During 2016/7, there was a further increase in the proportion of schools judged at least good. All of the secondary schools which have been inspected are now judged good or outstanding, and because of their size this has increased the proportion of pupils at good and outstanding schools by ten percentage points. All special schools, pupil referral units and nursery schools are judged at least good. At the end of the year no schools in the borough were judged inadequate, and three primary schools were judged as requiring improvement. The Setting and School Effectiveness Service established a Rapid Improvement Group at one of the three schools requiring improvement, and an Interim Executive Group at another. To support the school's leaders the service has commissioned school improvement support from the Brent Schools Partnership and the Brent Teaching School Alliance. The third school is an academy which has joined a multi-academy trust led by a local outstanding school.
	Number of primary schools that are judged good or outstanding by Ofsted	50	51	53		
	Number of secondary schools that are judged good or outstanding by Ofsted	9	10	13		
	Percentage of pupils attending Brent schools that are judged as being either good or outstanding	81%	86%	96%		

Attainment levels will be amongst the best in London for all age groups	The gap between Brent and the London average for the key performance measure of primary school attainment and of secondary school attainment.	Primary: Brent 2 percentage points below London Secondary: Brent 2 pp below London	Primary: Brent 1 pp below London Secondary: Brent 1.4 pp below London	Primary: Brent 2 pp below London Secondary: no gap	Amber/Red	The performance measures for primary and secondary schools were changed for 2016 results. It is therefore not possible to make accurate comparisons between the 2017 outturn and the two previous years. However it should be noted that the most recent data for attainment at secondary school is in line with London. To improve the quality of assessment in local primary schools, the Brent Schools Partnership, Teaching School Alliances and school cluster groups organise regular moderation sessions for teachers.
The proportion of young people not in employment, education or training will be amongst the lowest in London	Percentage of 16 to 18 year olds who are not in education, employment or training (NEET); with London average in brackets	2.6% (3.4%)	2.2% (3.1%)	2.3% (3.0)	Green	This has improved. Amongst those who are NEET, there is a proportion of former Unaccompanied Asylum Seekers whose immigration status prevents them accessing employment and education post 18 years old.
	Rank of borough in London for NEET (lower is better)	9	8	Not available until June 2017		

1.3 Enabling People to live healthier lives and reducing health inequalities						
Local health services – including mental health services – will be amongst the best in London.	Care Quality Commission (CQC) ratings of local health services: acute and community services provided by LNWHT, mental health by CNWL	North West London Hospitals (became part of LNWHT): requires improvement on all aspects.	CNWL: requires improvement overall	LNWHT: requires improvement	Amber/Red	London North West Healthcare NHS Trust services have been assessed by the Care Quality Commission as "requires improvement" for being safe, responsive, effective and well-led; and "good" for caring. Central and North West London Foundation Trust services were assessed as "requires improvement" for being safe and for being responsive, but achieved a "good" rating for being effective and well-led and were "outstanding" for caring. Sexual health services were judged "outstanding".
Childhood obesity rates will be amongst the lowest in London.	Excess weight in 4-5 year olds	Brent 21.4% London 22.2%	Brent 21.7% London 22.0%	Not available	Amber/Red	Rates of excess weight in childhood are not significantly different to the London average or to the England average for 4-5 year-olds. For 10-11 year olds the rates are significantly worse than the England average. The causes of childhood obesity are complex and reflect our obesogenic environment and the ready availability of cheap high calorie, high sugar and high fat food options. Brent Council is taking action on a number of fronts, such as sugar free Tuesdays and the slash sugar campaign; the promotion of the daily mile in primary schools; and the inclusion of a weight management service in the new 0-19 children's public health service.
	Excess weight in 10-11 year olds	Brent 37.8% London 37.2%	Brent 39.6% London 38.1%	Not available		
Health inequalities, including those related to smoking, diabetes, heart disease and substance abuse will be reduced to at least the London average	Difference between most and least deprived deciles in life expectancy at birth (years).	Male: 4.7 Female: 4.4 (published 2014 for 2011 - 2013)	Male: 5.3 Female: 4.9 (published 2015 for 2012 - 2014)	Male: 5.8 Female: 4.0 (published 2016 for 2013 - 2015)	Amber/Red	The difference in life expectancy between the most and least deprived areas of Brent appears to be widening for men. For women a trend is less clear. No London comparator is published. It should be noted that, due to the lag in reporting, life expectancy data for the first two years of the Borough Plan will not be available until 2017 and 2018. Smoking is the most significant cause of preventable inequalities, and the low prevalence in Brent is positive.
	Smoking prevalence rate, with London average in brackets	16.1% (17.2%)	12.2% (16.3%)	Not available until Aug 2017		
1.4 Supporting vulnerable people and families when they need it.						
Safeguarding procedures and outcomes for vulnerable adults are judged as amongst the best in London.	Making Safeguarding Personal: Proportion of outcomes that are recorded as fully met	New measure for 15/16	76.5%	81.5%	Green	Regional and national figures are not available for this indicator, but there has been a significant improvement in 2016/17 compared to 2015/16, which is very positive.
Safeguarding procedures and outcomes for children and young people are judged as amongst the best in London.	Percentage of children who became the subject of a child protection plan for a second or subsequent time	Not available	12.2% (London: 14.5%)	12.7% (provisional)	Green	Brent outperformed the London average, and eight out of 10 London Boroughs who are its statistical neighbours in 2015/16.
Fostering and adoption outcome measures are amongst the best in London.	Percentage of Looked After Children placed with foster carers	75%	71%	64%	Amber/Green	While 2016/17 data is provisional, previous years' performance has been in line with the rest of London. Adoption measures are above target. There were 76 Unaccompanied Aylum Seeking Children in the local authority's care as at the end of 2016/17 compared to 64 at the end of 2015/16. A greater proportion of looked-after children are now residing in semi-independent accommodation - an increase from 19.2% at 31/12/16 to 23.4% at 31/03/17. There are more new Brent foster carer approvals in the pipeline from April 2017 that will increase sufficiency of local placements.
	Percentage of Looked After Children placed with In-House (Brent) foster carers	33%	31%	27%		
	Percentage of Looked After Children placed with independent fostering agencies	26%	26%	26%		
	Percentage of Looked After Children placed with relatives and friends	16%	13%	10%		
	Average days between a child entering care and moving in with its adoptive family, for those adopted	544	494	523		
	Stability of placements of Looked After Children: 3 or more placement moves (%)	13.5%	12.5%	14%		
Outcome measures for those identified as vulnerable to domestic violence amongst the best in London.	The number of domestic abuse referrals screened by the Independent Domestic Violence Advocate (Higher is Better)	1063	2767	2263	Green	Since 2015, 482 families have been identified for the Troubled Families programme under domestic violence criteria. Families are provided with support from the Independent Domestic Violence Advocate for the victim, and support for the perpetrator. This has resulted in 227 successful outcomes (defined as at least a 60% reduction in reported domestic violence incidents over six months, no repeat MARAC referrals in the six months since the first referral, and a significant reduction in the victim's risk assessment). Brent has also significantly increased the screening of domestic abuse victims to include victims of non-crime domestic incidents. This helps to reduce the risk to those most vulnerable to domestic violence. The council is now leading an Outcomes Based Review to identify and increase the number of victims and perpetrators of abuse who are able to access to early intervention and support to prevent re-occurrence, through working with partners such as health, social care and the voluntary sector to share data and intelligence and raise awareness of the support available. It will also look at what we can learn from the approach being undertaken by other local authorities. Brent CCG and the police will form part of the core project team, and the community and voluntary sector will be involved at key points of the work.
BETTER PLACE						
2.1 Making sure that Brent is an attractive place to live with a pleasant, sustainable environment, clean streets and well-cared for parks and green spaces						
Outcome measures for street cleanliness and waste management and recycling amongst the best in London.	Percentage of sites with unacceptable levels of litter	7%	5% (London: 4.1%)	7%	Amber/Green	Performance indicators have remained within or ahead of targets for sites with unacceptable levels of litter and graffiti, time taken to removed illegally dumped waste, and residual waste collected per household. There has been an increase in the number of illegally dumped waste incidents reported on public land, however this may be attributable to higher resident awareness through campaigns such as "Love Where You Live", rather than more incidents. Uniformed litter patrols were introduced in 2016/17 to issue Fixed Penalty Notices for littering offences and CCTV is used wherever possible to identify offenders for fly tipping and littering. In March 2017, Brent's team was recognised as having issued the second highest number of fly-tipping FPN's in the country. There has been an increase in municipal waste tonnages since 2014 while recycling rates across London have reached a plateau, reflecting the economic recovery nationwide as well as property growth within the borough, which is set to continue. The council is constantly working with Veolia and West London Waste Authority on improving communications and education, to encourage people to generate less waste (such as engaging in the Love Food Hate Waste campaign), and to reuse or recycle where waste is unavoidable.
	Percentage of sites with unacceptable levels of graffiti	5%	2% (London: 2.4%)	3%		
	Number of illegally dumped waste incidents reported on public land (large and small)	12,949	13,197	17,338		
	Average time taken to remove illegal dumped waste (days)	0.5	0.74	0.79		
	Tonnes of municipal waste sent to landfill	68,787	68,351	70,679		
	Number of kilograms of residual household waste collected per household	534	479 (London: 585.1)	463		
	Household recyclables collected sent for reuse, recycling, recovery and composting	39%	40% (London: 32.3%)	40%		

Residents' satisfaction with the cleanliness and appearance of the borough's streets, parks and green spaces amongst the highest in London	Overall customer satisfaction with cleanliness of the Borough's streets	69%	71%	75%	Green	In 2016/17, customer satisfaction exceeded targets for both street cleanliness (70%) and grounds maintenance (85%). For every percentage point below target that customer satisfaction falls, the contractor will incur a penalty of £5000. Street cleaning satisfaction is well above the national average of 70% (as per the LGA's February 2017 poll of satisfaction with council services).
	Overall customer satisfaction with grounds maintenance (includes the Borough's parks and BHP communal open areas maintained by the Public Realm contractor)	77%	81%	89%		
2.2 Continue to reduce crime, especially violent crime, making people feel safe						
Levels of crime and the fear of crime among the lowest in London	Overall crime rate per 1000 of the population	Brent: 76.79 London: 80.85	Brent: 80.56 London: 85.05	Brent: 85.87 London: 89.59	Green	Brent's total crime rate is below the London average and the 15th lowest out of the 32 London boroughs. Brent's crime rate is also below the average of its most similar group nationally. All community safety projects and initiatives address fear of crime. In particular, a 12-week consultation was undertaken with residents to increase visibility of police officers on the streets and increase reassurance in some of our hotspot gang locations. 80% of those residents consulted with during that period felt that this engagement was helpful. Community conferences and Time to Talk events (undertaken under the Stronger Communities Strategy) have been held to help engage the community and build better cohesion, resilience and assurance. Community links have been greatly enhanced as a result.
	Residential Burglary offences	2,457	2,007	1,937		
	Robbery offences	847	996	873		
	CST 09 - Theft of and from motor vehicles	2,063	2,655	2,911		
	CST 05 - Calls to the police for ASB	9,038	8,254	11,042		
	Percentage of residents worried about crime, with London average in brackets	45% (36%)	40% (32%)	36% (31%) (Oct 2015- Sept 2016 - next update June 2017)		

Significant reductions in violent crime, including domestic violence	Offences of Violence with Injury, (excluding domestic abuse)	Not available	2,009	2156	Red	Violent crime in Brent has increased, and a rise in violent crime has been seen across London. The police have been actively working towards reductions in violence, which is a priority for the borough and is monitored continually. Additional patrols are utilised when available to target hotspots and are co-ordinated through fortnightly tasking meetings. The police also recently started an arrest car daily to ensure any outstanding suspects are brought into custody as quickly as possible.
	Offences of Violence with Injury (domestic abuse only)	Not available	889	925		Domestic abuse is an underreported crime, therefore an increase is likely to be down to better reporting and flagging methods. As noted above in relation to outcomes for those at risk of domestic abuse, families are being provided with support from the Independent Domestic Violence Advocate for the victim, and support for the perpetrator, within the Troubled Families programme, with many successful outcomes. Screening of domestic abuse victims now includes victims of non-crime domestic incidents. Our Outcomes Based Review on domestic abuse also aims to increase access to early intervention and support to prevent re-occurrence, through sharing of data across relevant partners, and increasing awareness of the support available.
	CST 24 - Sanctioned Detection rate for domestic violence	37.0%	35.7%	28.7%		
No ward features amongst the 10% of localities with the highest crime levels nationally	Number of wards in the highest 10% in London (by number of recorded crimes)	2	3	2	Amber/Green	Thefts, including shoplifting, and violence against the person - often associated with the night time economy - make up over two thirds of all crimes in London. Wards which contain town centres therefore generally have the highest crime levels such as Wembley Central and Harlesden. Stonebridge does not have a town centre but contains Brent Park, which is home to large retail outlets. The current regeneration in Tokyngton and the increase in events at the stadium could see a rise in volume crime in this ward going forward.
	Number of wards in the highest 10% in London (by crime rate)	0	0	1		The introduction of the Partnership Tasking Team with police has targeted problem areas and increased joint working through joint tasking. Also, the daily Integrated Risk Management Unit looks at high risk individuals, supporting increased earlier intervention and focused risk reduction. Brent is on track to meet the Mayor of London's target of two Designated Ward Officers per ward, with the roll out targeting the most challenging wards first. All wards will have two ring-fenced officers by the end of 2017.
2.3 Increase the supply of affordable, good quality housing						
Development of 5,000 affordable homes in the borough by 2019	Number of affordable homes developed	706	202	215	Amber/Red	<p>The figures reported are taken from data published by the GLA contained in 2 reports: the Annual Monitoring Report and the GLA Starts and Completions Monitoring Report. The amount of affordable housing delivered is likely to be higher because the current reporting mechanism fails to report units delivered without the aid of GLA grant - data collection is being improved to better identify each type of tenure falling within the affordable housing definition by communicating directly with Registered Providers. The data may also overlook affordable products delivered by private developers and managed by them such as Discount Market Sale.</p> <p>While the figures fall short of the target of delivering an average of 1000 affordable units per annum, Brent has consistently been in the top 10 Authorities in London in terms of numbers achieved (top in 2014/15, ninth in 2015/16, and sixth in 2016/17) and it should be recognised that the targets are ambitious.</p> <p>The Housing Partnerships team are now actively engaged with all the major developing RPs with a view to increasing the supply of affordable housing by encouraging RPs to focus their efforts and investments in Brent. The two Housing Zones in the borough are expected to deliver significant numbers of units over the next five years. Brent also has the opportunity to invest Right To Buy receipts in a variety of ways and new opportunities, both in-house and externally, are being considered.</p> <p>Following the revision of the Housing Strategy a new action plan is being developed aimed at delivering greater supply of affordable housing and a greater mix of affordable products which previously has been dominated by shared ownership developments.</p>
All social housing in the borough will reach the decent homes standard	Percentage of properties considered decent	96.8% (7989 of 8254)	96.8% (7777 of 8035)	Available in June	Amber/Green	The shortfall has largely been comprised of properties that have refused works. These properties are being targeted in 2017/18. Excluding these, there have only been two properties in each year not reaching the standard.
2.4 Ensuring good quality, accessible arts and leisure facilities						
Increase participation rates in sport, physical recreation and cultural activities.	SP 10 - The overall number of wet and dry visits to Brent's sports centres	1,488,855	1,600,785	1,650,306	Green	There has been an overall increase across all categories of visits to sports centres in the last two years. In 2016/17 visits increased by 3% compared to the previous year, mainly due to dryside usage at Willesden and Vale Farm. An increase in swim visits was due to higher attendance at Vale Farm.
	SP 07 - The overall number of swim visits to Brent's sports centres	520,550	566,614	571,079		
	The overall number of dry side visits to Brent's sports centres	968,305	1,034,171	1,079,227		Overall, library visits rose in 2016/17. Willesden Green continues to perform well, with a popular museum exhibition, art gallery exhibitions and a confident range of library events. There has similarly been an increase in issues of library items issued in 2016/17. Given the challenging situation for libraries across the country and a 30% decline in issues across London in the last year, this growth is a positive achievement.
	Total number of library items issued	1,021,180	1,059,083	1,063,996		
	Total number of library visits	2,112,149	2,404,283	2,436,698		
	Number of online interactions	New measure for 16/17	New measure for 16/17	3,318,556		

BETTER LOCALLY						
3.1 Building community resilience and promoting citizenship						
The proportion of people who say that 'Brent is a place where people from different backgrounds get on well together' will be amongst the highest in London	Sexual orientation hate crime	58	57	56 (Jan-Dec 2016 - note this overlaps with 15/16)	Amber/Green	<p>In 2014, 84% of residents felt that people from different backgrounds get along well with one another. Most categories of hate crime fell across the borough from 2014/15 to 2015/16, but rose in 2016/17.</p> <p>Brent produced its first Stronger Communities Strategy in 2015 to bring together its diverse communities around a set of shared values. Amongst other things, this sought to prevent the marginalisation of voices from the public square and celebrating diversity, by creating safe spaces for dialogue and debate, whilst challenging hate speech and those who seek to divide our communities. The focus is now on preventative and community based solutions to neighbourhood issues that could create the conditions and environment for extremism to grow.</p> <p>Brent has held three "Time to Talk" events to get communities together to discuss and generate community-led solutions to hate crime, extremism and gangs, with further events planned on domestic abuse and child sexual exploitation. The event on gangs led to three further related events, and the council has also completed a skills audit of stakeholders who attended.</p> <p>The council has also begun work to map the implications of Brexit on the future status of EU migrants living and working in Brent. The strategy is currently being revised to further emphasise our values of cohesion and mutual respect, resilience, and active citizenship; and to develop specific actions which clearly and directly contribute to these. These are likely to include a campaign to promote the rights of these communities.</p>
	Racist hate crime	505	484	603 (Jan-Dec 2016 - note this overlaps with 15/16)		
	Disability hate crime	4	0	0 (Jan-Dec 2016 - note this overlaps with 15/16)		
	Transgender hate crime	1	0	0 (Jan-Dec 2016 - note this overlaps with 15/16)		
	Faith hate crime	45	62	86 (Jan-Dec 2016 - note this overlaps with 15/16)		
At least 4,000 additional volunteers registered across the borough	Number of people registered as volunteer	New measure for 15/16	858	763 (Q1-3)	Green	<p>A three-year contract is in place with Groundwork, which began in 2015/16. The annual monitoring period is a quarter behind that of the financial year, ie 1 June-30 May. For 2016/17, Q4 figures are due to be submitted in June 2017. The year 1 target of 750 was exceeded by approximately 15%, and year 2 is projected to meet its target of 1000. Local volunteers (residents and Brent staff) are placed primarily in the voluntary and third sector providing services to local residents.</p> <p>A review of delivery will be undertaken during 2016/17 to ensure the most effective elements can be maximised by the third sector.</p>
Equality outcome measures amongst the best in London	Qualitative - see commentary	Qualitative - see commentary	Qualitative - see commentary	Qualitative - see commentary	Green	<p>There has been significant progress on the equality, diversity and community cohesion agenda, evidenced by high-profile awards and recognition by external organisations. In April 2016 the council achieved the "excellent" level in the Equality Framework for Local Government, the highest public sector equality and diversity award. It has also received the Business Disability Forum Disability-smart Award, and been recognised as a best practice example in the Government's Accessible Britain Challenge. Further, Brent was the only local authority shortlisted as a finalist at the 2015 Race for Opportunity conference, and was praised for its approach to equalities monitoring in the Transparency, Monitoring and Action Award category.</p> <p>As an employer, the council has been accredited with Disability Employer status by the Department of Work & Pensions, and ranked among the Top 200 LGBT-Inclusive employers by the 2017 Stonewall Workplace Equality Index. Strength in equality has also helped the council retained the Silver level Investors in People accreditation.</p>
Significantly more examples of communities taking action for themselves to improve the quality of life in their neighbourhoods	PAR 01 - Income to benefit the borough secured by local voluntary groups, with CVS support	£765,850	£1,509,639	£1,804,999	Green	<p>A significant amount of external funding has been generated, exceeding the annual target of £640k in both 2015/16 and 2016/17. This ensures that voluntary sector organisations are able to provide and deliver quality services and initiatives, such as in the areas of music, arts, and advice services. The Council for Voluntary Service also provides a broad range of support and assistance to the voluntary and third sector, in activities such as fund-raising, projects, applications for funding, and governance.</p>
	PAR 04 - Number of local voluntary sector groups receiving 1-2-1 advice and guidance from CVS	53 (Q1-3)	314	220		
3.2 Making sure that everyone in the borough is able to participate in local democracy, has a fair say in the way that services are delivered, and is listened to and taken seriously						
95% of residents will be registered to vote under the individual voter registration scheme	Percentage of adult population registered to vote (with numbers registered)	210,511 (2014)	213,180 (2015)	219,390 (2016)	Green	<p>There has been a year on year increase in voter registration since the scheme was introduced. As of 1st June 2017, the numbers registered had risen to 231,827.</p>
Election turnouts amongst the highest in London	Election turnout as percentage of electorate	Local election in 2014: 36%	General Election 2015: Brent Central - 61.41% Brent North - 63.93% Hampstead & Kilburn - 67.49%	GLA election: 43% (London: 45.6%) EU referendum: 65%	Amber/Green	<p>Concentrated efforts are planned to combat voter apathy in advance of the 2018 local elections. The 2017 General Election saw increased turnout across the borough's Parliamentary constituencies by 3.1% to 4.8%.</p>
Thriving Brent Connects Forums, with higher participation rates year-on-year	CCE 21 - Number of people attending Brent Connects forums	New measure for 15/16	693	846	Green	<p>A review of community engagement activities is due to commence in June 2017, which will include the remit, attendance, influence and impact of the Brent Connects Forums. This will also look at resources (both staff and financial) and identify recommendations for the way forward.</p>

<p>Significantly more young people participating in local democracy events and processes like the Youth Parliament</p>	<p>Qualitative - see commentary</p>	<p>Qualitative - see commentary</p>	<p>Qualitative - see commentary</p>	<p>Qualitative - see commentary</p>	<p>Green</p>	<p>The Brent Youth Parliament (BYP) has 85 members on its current mailing list. All members receive regular correspondence regarding local and national opportunities for young people. The membership has widened to include more young people in care and those representing their community groups. In 2016/17 BYP had four looked-after children, up from one in 2014/2015.</p> <p>On average, 35-40 young people attend monthly BYP meetings. Two councillors now attend BYP meetings each month and take questions from young people for the "Council Hot Seat". BYP members now also have observer status on the Community and Wellbeing Scrutiny Committee.</p> <p>During Local Democracy Week 2016, 42 young people took part in the "Great Youth Debate" event. Young people also attended the Brent Question Time event and a member of the Brent Youth Parliament sat on the panel.</p> <p>In November 2016, 23 young people from five Brent schools and one community project took part in the Children's Commissioners Takeover Day held at Brent Civic Centre. Council staff ran workshops and led roundtable discussions giving young people an insight into local democracy.</p> <p>In 2016/17, Care in Action (Brent's children in care council) participated in six interview panels as part of the recruitment of Directors and Heads of Services for posts within the Children and Young Peoples' Department. Representatives from Care in Action attend meetings of the Corporate Parenting Committee, training members on the Brent Pledge to children in care and presenting on their training of foster carers.</p>
<p>A significant number of examples of local services being materially influenced by user views</p>	<p>Qualitative - see commentary</p>	<p>Qualitative - see commentary</p>	<p>Qualitative - see commentary</p>	<p>Qualitative - see commentary</p>	<p>Green</p>	<p>Outcome Based Reviews are developing the future shape of some key services, relying heavily on resident engagement and consultation as a research methodology to better understand the needs and priorities of residents. So far these have taken place in the areas of housing for vulnerable people, employment support and regeneration.</p> <p>Healthwatch also enables user views to influence local health and social care services. For example, its programme of Enter and View visits has led to one nursing home revising its meal times and employing activity workers in response to Healthwatch recommendations.</p> <p>Many services benefit from consultation and views expressed by their users, such as selective licencing, housing strategy, social care, youth services and planning. The community engagement review mentioned above will include proposals for a consultation tracker, to identify and evidence the influence and impact of user feedback on decision-making and the shaping of services.</p>
<p>3.3 Working with partners to find new ways of providing services that are more finely tailored to individual, community and local needs</p>						
<p>A range of examples of new service models developed and run in partnership with local people and organisations</p>	<p>Qualitative - see commentary</p>	<p>Qualitative - see commentary</p>	<p>Qualitative - see commentary</p>	<p>Qualitative - see commentary</p>	<p>Green</p>	<p>Three Outcome Based Reviews have used a design-led approach to services, focusing on housing for vulnerable people, employment support and regeneration (with a particular focus on Harlesden). This work has led to the development of a range of models designed and run jointly with partners and residents, including:</p> <ul style="list-style-type: none"> - A community hub in Harlesden, currently in its second phase of testing led by local organisations working with the council. This consists of a core offer of advice and support services with a wider programme of themed events and activities, operating two days a week from Harlesden library, to inform the development of a longer-term solution. - Three Town Centre Manager posts to coordinate and lead capital investment plans for town centres. - The MetPatrol Plus scheme, for the council to fund additional policing in the borough, matched on a like for like basis by the police. - A partnership project with the voluntary sector to deliver a new service to single homeless people. - The New Accommodation for Independent Living project to deliver real alternatives to residential care for many of our residents with high care and support needs, including consulting tenants in extra care schemes to inform future building designs. - Procuring new solutions to support clients who no longer require Housing Related Support to move to identified accommodation. - Developing a Housing Advice Worker post to work across the London North West Hospital Trust to support individuals to access statutory housing, short-term beds (which enable people to leave hospital while they are unable to go straight home) or to return home upon discharge from hospital. This has

Access to all key services 24/7 via digital channels	<p>Electronic enablement of following functions:</p> <ul style="list-style-type: none"> providing information collecting revenue providing benefits and grants consultation regulation (such as issuing licences) applications for services booking venues, resources and courses paying for goods and services providing access to community, professional or business networks procurement 	Qualitative - see commentary	Qualitative - see commentary	Qualitative - see commentary	Amber/Green	<p>The Community Access Strategy includes a key aim to make it easy for residents to contact and transact with the Council through digital channels. New online services include:</p> <ul style="list-style-type: none"> - MyAccount, a customer portal that enables residents to create one account to access a range of services simply and easily, including council tax, benefits and BHP rents, with plans to add further services in 2017 and 2018. Over 70,000 residents who have created a My Account. This also includes a web chat facility. - A comprehensive online council tax offer, enabling residents to view and manage their accounts. Around 30,000 council tax payers have activated access. - Enabling housing benefit customers to view their benefit account (activated by 20,000 customers, or 50%). - A portal enabling landlords to view details of housing benefit payments due to them. - Increasing self-service facilities in the Customer Service Centre. - Automation of telephone orders for parking permits. - A new online forms package, to which existing on line forms are being migrated, alongside the development of new online forms for less complex transactions. - Optimisation of web searches, so that residents seeking information on our website find this quickly and without the need for multiple clicks. The web site has also been improved by adding buttons on every page for payment, booking, applications and reporting. <p>This outcome will be delivered through the Digital Strategy by 2019.</p>
Levels of public satisfaction with local services amongst the highest in London	Percentage of people who are satisfied with the way the council runs things	67%	N/A	N/A	N/A	<p>No robust data on resident satisfaction with public services in general has been collected during the life of the Borough Plan, so it is difficult to rate the progress on this outcome. There are service-specific surveys, such as for street cleanliness and grounds maintenance (see above, where Brent appears to be well above the national average). The annual Adult Social Care survey shows satisfaction of people who use these services to be 4.6 percentage points below the London average for London in both 2014/15 and 2015/16.</p> <p>For national context, the LGA's poll of resident satisfaction with councils nationally has found that satisfaction with the way local councils run things has stood at between 66% and 72% for the last three years. However, in February 2017, only 65% of respondents were very satisfied or fairly satisfied. A significantly higher proportion were dissatisfied overall compared to the previous poll in October 2016.</p>



Cabinet
14 August 2017

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

For Action

Wards affected:
All

Performance Report, Q1 (April - June) 2017/18

1.0 Introduction

- 1.1 This report and the performance scorecard (**Appendix A**) set out the position on the Council's performance in the first quarter of 2017/18. The content and format of the report and scorecard have been revised to focus primarily on the Brent 2020 priorities and then on the Borough Plan priorities.
- 1.2 The purpose of this report is to provide Cabinet with a corporate overview of performance information linked to the Brent 2020 and Borough Plan priorities, to support informed decision-making and to manage performance effectively. It should be noted that external Public Health data and small number of departmental quarterly indicators were not available at the time of drafting this report. A full suite of Quarter 1 (Q1) performance information will be provided in the Quarter 2 (Q2) report to Cabinet later in the year. The Financial Forecast report for Q1 was presented to Cabinet on 24 July 2017 and from Q2 onwards quarterly finance and performance reports will be scheduled together for Cabinet.
- 1.3 The Brent 2020 vision provides a strategic picture of where the Council would like to be by 2020 and how it intends to get there. The Brent 2020 vision is designed to complement the Borough Plan over the next five years. Its five themed priorities are as follows:
- Employment and Skills – to respond to the increase in the working age population and lift people out of poverty and welfare dependency.

- Regeneration - to improve the economic, social and environmental conditions in the borough.
 - Business and Housing Growth - to maximise the tax base to support the delivery of core services.
 - Demand Management - to manage the pressure on needs led budgets such as children's social care, adult social care and homelessness.
 - Raising Income - to support the delivery of core services.
- 1.4 The Borough Plan for 2016-19 was agreed by Full Council in April 2016. It includes the Brent 2020 vision and its five themed priorities for the Council. Three overarching priorities for Brent are set out in the Borough Plan as follows:
- Better Lives
 - Better Place
 - Better Locally
- 1.5 The Corporate Performance Scorecard (Appendix A) sets out the suite of key performance indicators (KPIs) being monitored corporately. Where measures have an Amber or Red RAG status, commentary is mandatory in line with the current performance framework and is included in the scorecard. For measures which have a Green RAG status, commentary is optional.

2 Recommendations

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

3 Performance Summary

- 3.1 Overall there are currently 87 key indicators in the Q1 performance scorecard. The format of the scorecard has been revised to provide a more distinct and primary focus on Brent 2020 priorities and outcomes.
- The first part of the scorecard sets out 29 key indicators linked to the Brent 2020 themed priorities. Brent 2020 indicators are presented graphically (2016/17 outturn figures and benchmarking data are also provided where available).
 - The second part of the scorecard lists 58 key indicators linked to the Borough Plan priorities and the Council's 'Corporate Health' in a tabular format.
- 3.2 Out of the 29 Brent 2020 priority indicators: 10 are on or above target (Green status), with a further 9 just off target (Amber status), leaving 10 significantly off target (Red status).
- 3.3 There are 58 Borough Plan and Corporate Health indicators in the Q1 scorecard, of which 40 indicators have a RAG status. 17 are on or above target (Green status), 6 are just off target (Amber status), and 17 are significantly off target (Red status). A further 18 indicators are for contextual use.
- 3.4 A summary of performance under the Brent 2020 priorities and Borough plan priorities is set out below.

Brent 2020 Priorities

Employment and Skills

- 3.5 There has been good performance in Brent Works job outcomes, Brent Start achievement rates and percentage rate of NEETs (16 to 18 year olds who are not in education, employment or training). All these indicators exceeded their targets and have a Green RAG status: Brent Works job outcomes (Actual YTD – 34, Target YTD – 25); Brent Start achievement rates (Actual YTD – 92%, Target – 90%); Percentage of NEETs (Actual YTD – 1.4%, Target YTD – 2.0%).
- 3.6 The Living Room employment outcomes (Actual YTD – 6, Target – 10) and Brent Works apprenticeship outcomes (Actual YTD – 3, Target – 10) and are both currently significantly below target and have a Red rating. Outreach is being increased on the St. Raphael's estate to help improve Living Room employment outcomes in future months. Brent Works also has seven further apprenticeship opportunities in the pipeline that should lift performance levels in Q2.

- 3.7 The percentage of care leavers in education, employment or training (EET) is below target and is Red rated. Overall performance YTD for care leavers in EET is 47% against a target of 58%. It should be noted however that EET rates for the general population of care leavers is slightly higher at 49% and for care leavers that were former unaccompanied asylum seeking children (UASC) the rate is 43%. EET performance is impacted by the increasing proportion of former UASC care leavers who are unable to access employment or education once they turn 18 years old because of their immigration status. However, until young people's asylum status is determined, we ensure that Brent's personal advisors and accommodation providers actively work with these young people to provide meaningful activities, such as courses that do not require a financial contribution within local educational establishments.

Regeneration - economic, social and environmental conditions

- 3.8 The timeliness of minor planning application decisions is above target and additional resources and better performance management have led to this improved level of performance (Actual YTD – 86.98% provisional; Target YTD – 76%). On the other hand, the timeliness of major planning applications is below target (Actual YTD – 77.65% provisional, Target YTD – 82%). Going forward there will be a greater staff focus on the appropriate use of extension of time agreements on major applications.
- 3.9 Reports of illegally dumped waste incidents is higher than planned and therefore this indicator has a Red RAG status (Actual YTD – 4,568 incidents, Target YTD – 3,000). The rise of reported incidents has been attributed to greater resident awareness from the Love Where You Live campaign and also the ease of reporting incidents using mobile apps. Whilst the volume of reported incidents has gradually been rising, the number of reported incidents in Q1 17/18 was 5% lower than the same period in Q1 16/17. Notably, even with increasing volumes of reported incidents, the average time taken to remove illegally dumped waste is less than one day (Green RAG status). Measures being taken to address illegally dumped waste and change behaviours include the continued promotion of the Love Where You Live campaign, uniformed patrols, fixed penalty notices and the use of CCTV where possible. Further analysis should be undertaken on the volume of reported incidents in comparison to the actual number of incidents, as multiple reports of the same incident will inflate numbers.

- 3.10 The reoffending rates by young offenders and first time entrants to the Youth Justice system is Amber rated (Actual YTD – 44.4%; Target YTD - 42.8%). Various training initiatives (case management training, management training, Signs of Safety training and Asset Plus training) have been put in place in the Youth Offending Service to help tackle reoffending rates in Brent and the service expect to see improved performance in the near future.

Business and Housing Growth

- 3.11 The number of empty properties brought back into use is significantly below target (Actual YTD – 6, Target YTD – 25). The Empty Properties team has a number of potential properties being processed at various stages; these could deliver up to 62 additional units if fruitful. Brent's Empty Property Scheme was recently promoted at the Landlord Show and the team is also following up on enquires and contacts from this event. The empty property pipeline activities and potential opportunities from the show should lead to improved performance in future months.

Demand Management

- 3.12 There has been strong performance against most of the Housing Needs indicators that signify demand for housing, and these indicators have a Green RAG status: Households in non-self-contained B&B (Actual YTD – 23, Target 30); Accepted homeless (Actual YTD – 168, Target YTD – 175). And although the temporary accommodation indicator also has a Green RAG status, reducing the number of households in temporary accommodation remains a challenge for the service. There are 2,611 households currently in temporary accommodation which is lower than the Target YTD of 2,643 and also lower than the 2016/17 outturn position of 2,904 households. The Homelessness prevention indicator has a Red RAG status (Actual YTD – 83; Target YTD – 130). However this rating is based on the housing options element of this indicator and does not include the Single Pathway homelessness prevention figures which will be available from Q2.
- 3.13 The demand for residential and nursing care and the provision of suitable alternative accommodation for independent living is a major focus in the Adult Social Care service. The number of residential and nursing admissions remains above target and these indicators have Amber ratings. There were 8 admissions for people aged 18-64 against a target of 5 admissions for Q1. And for older people aged 65+, there were 31 admissions in Q1 against a target of 27 admissions. It should be noted that there was an increase in the number of reviews carried out in Q1 and overall numbers were higher than expected. The delays in bringing some of the new alternative accommodation units on stream

has hindered performance in this area. On a positive note, the power supply issues that delayed the opening of the 100 unit Vishram House accommodation have been resolved and this unit is expected to ready for use in September 2017 and should significantly reduce the pressures on residential and nursing care admissions.

- 3.14 The Reablement service is also positively impacting on the demand for adult social care support services. In Q1, 72% of 254 services users who received reablement support did not have a need for further services. This is just below the target of 75% for the service (Amber RAG status). Of the 69 service users who did receive reablement support, only 43 individuals required a reduced service thereafter.
- 3.15 There has been a substantial improvement in reducing the timescales for placing a child in care with their new adoptive family (Green YTD). The 3 year average position at the end of Q1 was 376 days, compared with the Target YTD of 550 days and 2016/17 outturn of 523 days.
- 3.16 The percentage of LAC placed with foster carers is below target (Actual YTD - 61.8%, Target – 75%). The overall number of children in care has declined, however a greater proportion of those now in care are aged 16-17, many of whom are unaccompanied asylum seeking children (UASC). 22% of Brent's current LAC cohort are UASC. Semi-independent accommodation is being used more often as a placement option for young people in this age range.

Raising Income

- 3.17 Performance is just below target for council tax, council tax overpayments and arrears and business rates collection. (NNDR Actual YTD – 28.07%, Target YTD – 28.73%; Council Tax Actual YTD – 30.35%, YTD – 30.6%; CT/HB Overpayments Actual YTD - £2.333m, Target YTD - £2.375m). Additional staff have been recruited to address backlogs and processes are being improved to help improve income collection and recovery of debt.

- 3.18 There was a slow start to income generation in Building Control during Q1 and performance was just below target with an Amber RAG status (Actual YTD - £5.9k, Target YTD - £6k). However income from commercial portfolio (Actual YTD - £473k; Target - £575k) and the Registration and Nationality service (Actual YTD - £220k; Target YTD - £236K) are below target for this quarter for both these areas and have a Red RAG status. Commercial portfolio income fluctuates during the year and cumulative income levels are forecast to rise in line with increased income billing during the year. Extra staff have been recruited in the Registration and Nationality service and extra appointments are being made available to customers in a bid to improve service delivery and increase income levels.

Borough Plan Priorities

Better Lives

- 3.19 There has been good performance in the percentage of LAC with an up to date Personal Educational Plan (Actual YTD – 99%; Target – 100%; Green RAG status). In regard to school places, there was only one child not offered a school place within 4 weeks and this was an exceptional case. As the target for this indicator was zero, this resulted in a Red RAG status.
- 3.20 In Adult Social Care, performance has also been good in the use of direct payments (Actual YTD – 22.8%, Target YTD – 22.8%) and self-directed support (Actual YTD – 98.27%, Target YTD – 95%); both of these indicators have a green RAG status.

Better Place

Sustainable Environment

- 3.21 Only one of the nine public realm/highways indicators currently has a Green RAG status, i.e. Residual household waste collected per household (Actual YTD – 80kg; YTD – 120kg).
- 3.22 The percentage of gullies regularly cleared is just below target (Actual YTD – 97%, target – 99%) and has an Amber RAG status. Gully cleaning performance will be closely monitored by the service to improve future performance.

- 3.23 Five of the public realm indicators have a Red RAG status and the service area is undertaking a range of activities to improve performance in these areas including a targeted food waste campaign, initiatives to increase recycling from flats across the borough and ongoing contract management reviews and discussions. The Red rated indicators are:
- Residual waste disposal tonnage (Actual YTD – 11,109, Target YTD – 10,363)
 - Municipal waste tonnage sent to landfill (Actual YTD – 12,143, Target - 11,399)
 - Household recyclables (Actual YTD – 37%; Target – 45%)
 - Category 1 defects repaired on time (Actual YTD – 82%; Target YTD – 98%)
 - Category 2 defects repaired on time (Actual YTD – 32%, Target YTD – 98%).

Housing Supply and Provision

- 3.24 Four of these housing provision indicators are on target or exceeding their targets and have a Green RAG status: Number of Mandatory HMOs licensed (Actual YTD – 603, Annual target – 700); Percentage of properties with a valid gas certificate (Actual YTD – 100%; Target – 100%); Calendar days to re-let major voids (Actual YTD – 55 days; Target YTD – 61 days); Percentage of Wates repairs completed on first visit (Actual YTD – 96%; Target YTD – 92%).
- 3.25 There are two housing supply indicators that are just below target and have an Amber rating:
- Percentage of Wates responsive repairs appointments that are kept (Actual YTD – 98%, Target – YTD 99%)
 - Percentage of all Wates repairs completed on time (Actual YTD – 94%, Target YTD – 95%)
- 3.26 Two housing supply indicators have a Red rating - Number of additional and selective dwellings licensed (cumulative) and the Average number of calendar days to re-let minor voids:
- Number of additional and selective dwellings licensed (cumulative)
 - Actual YTD – 5,618; Annual Target – 8000 cumulative
 - Awaiting Secretary of State approval by September 2017 to continue with this scheme.
 - Average number of calendar days to re-let minor voids
 - Actual YTD – 33.4 days, Target – 24 days
 - Performance was impacted by the sharp increase in minor voids properties given to the contractor to renovate. The original expectation was for 3 or 4 void properties to be given to the contractor on a weekly basis. However, following the decant of 70 properties in March the contractor was given 31 void properties in the first week of April and the contractor had to mobilise additional resources within a short period of time.

Arts and Leisure Facilities

- 3.27 Performance indicators for sports centre visits, online library interactions and cultural events engagement levels at Willesden Green library are all exceeding target and have a Green RAG status. The performance indicator for the number of active borrowers is just under target and has an Amber RAG status (Actual YTD 35,707; Target YTD – 36,381). A marketing outreach plan to care homes, schools and former library users has been put in place to help improve performance for the rest of the year.

Better Local

Customer Care

- 3.28 Timeliness of processed benefits claims is performing well and has a Green RAG status (Actual YTD – 5.62 days, Target – 7 days). However Telephone call answering rates (Actual YTD – 72.64%; Target – 90%), Average Customer waiting times (Actual YTD – 32 mins; Target YTD – 30 mins) and ACD telephone calls answered (Actual YTD – 76%; Target YTD – 90%) are performing below target and have a Red rating. There have been a number of contributory factors to underperformance such as correspondence backlogs and technical problems. Brent Customer Service is piloting a new initiative to speed up channel shift and is also working with specific service areas to help improve service delivery and performance across the council.
- 3.29 The timeliness of Stage 1 corporate complaints performance peaked at 94% in April and then finished at 91% overall for Q1; this is below the 100% target and has a Red RAG status. Stage 2 corporate complaints fluctuated during Q1 and the actual YTD performance was 78% against a target of 100% (Red RAG status). One of the main reasons for the drop in first and final stage corporate complaints performance has been the noticeable decline in BHP's performance because of recent staff changes and increased casework. The corporate complaints team is working with key leads and senior managers in BHP and Brent to improve performance. Similarly, there has been a dip in the timeliness of member enquiries to BHP and the overall position of 94% of member enquiries completed on time (Target – 100%, Red RAG) has also been impacted by a 20% increase in member enquiry volumes in Q1.
- 3.30 FOI performance is exceeding the ICO's minimum standard on timeliness and has a Green RAG status (Actual YTD – 95%; Target – 90%). The timeliness of SARs is Amber rated (Actual YTD – 90%; Target – 90%) and a dedicated SARs officer has been recruited manage these requests and help improve performance.

4.0 Financial implications

None.

5.0 Legal implications

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

6.0 Diversity implications

6.1 There are no direct diversity implications. However the report includes performance measures related to the council's diversity objectives and is part of the framework for ensuring delivery of these key outcomes. Service areas have the responsibility for managing the delivery and performance of their services. Therefore the service area would also need to consider if a variation in performance could lead to equality implications at a service level.

7.0 Contact officers

Irene Bremang
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Irene.bremang@brent.gov.uk

Peter Gadsdon
Director, Performance, Policy and Partnerships
Peter.gadson@brent.gov.uk
020 8937 1400

PETER GADSDON
Director, Performance, Policy and Partnerships

Cabinet - Corporate Performance Scorecard August 2017

Brent 2020 and Borough Plan Performance Summary – Quarter 1 (April 2017 to June 2017)

How did Brent perform?

Legend: ■ Red ■ Amber ■ Green ■ Contextual

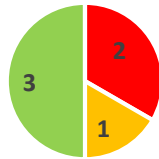


Performance summary of Brent 2020 priorities

Employment and Skills



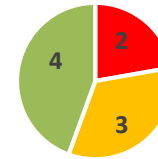
Regeneration



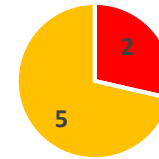
Business and Housing Growth



Demand Management



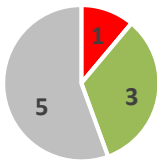
Raising Income



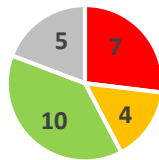
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Performance summary of Borough Plan priorities

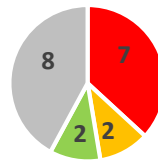
Better Lives



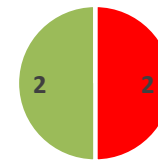
Better Place



Better Local



Corporate Health



Brent 2020 and Borough Plan Performance Summary – Quarter 1 (April 2017 to June 2017)
Key for Performance Tables (all priorities)

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

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

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

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Strategic Plan	Priority	Performance measures
Brent 2020	Employment & Skills	Page 3
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	Business & Housing	Page 7
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	Raising Income	Page 11
Borough Plan	Better Lives	Page 14
	Better Place	Page 16
	Better Local	Page 20
	Corporate Health	Page 23

BRENT 2020 - EMPLOYMENT AND SKILLS

KPI ID:	2016/17 OUTTURN	Apr-17	May-17	Jun-17	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS											
Priority Areas - The Living Room (TLR) - Employment Outcomes	49	2	2	2	6	10	RED	<p>Comment: 17/18 target is 40 for The Living Room overall. There are specific targets within this for ESF funding, the teams core funding source. Non-ESF outcomes are collated as The Living Room needs to remain an accessible hub, despite some ESF criteria restrictions.</p> <p>Action: Engagement has been challenging on the estate in the first quarter. Increased outreach is being put in place and the impact of this will need to be monitored.</p>											
<p>Priority Areas - The Living Room (TLR) - Employment Outcomes</p> <table border="1"> <caption>Priority Areas - The Living Room (TLR) - Employment Outcomes Data</caption> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Apr-17</td> <td>2</td> <td>10</td> </tr> <tr> <td>May-17</td> <td>2</td> <td>10</td> </tr> <tr> <td>Jun-17</td> <td>2</td> <td>10</td> </tr> </tbody> </table>									Month	Actual	Target	Apr-17	2	10	May-17	2	10	Jun-17	2
Month	Actual	Target																	
Apr-17	2	10																	
May-17	2	10																	
Jun-17	2	10																	
LEAD MEMBER: Cllr Tatler								BENCHMARK DATA											
STRATEGIC DIRECTOR: Amar Dave								N/A											
GOOD IS: Bigger is better																			

KPI ID:	2016/17 OUTTURN	Apr-17	May-17	Jun-17	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS											
Brent Works - Apprenticeship Outcomes	27	0	1	2	3	10	RED	<p>Comment: 17/18 target is to fill 50 apprenticeships, which the team is confident to achieve based on identified demand.</p> <p>Action: A further 7 apprenticeship opportunities have been brokered but have not yet been filled, so cannot yet be logged as outcomes.</p>											
<p>Brent Works - Apprenticeship Outcomes</p> <table border="1"> <caption>Brent Works - Apprenticeship Outcomes Data</caption> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Apr-17</td> <td>0</td> <td>10</td> </tr> <tr> <td>May-17</td> <td>1</td> <td>10</td> </tr> <tr> <td>Jun-17</td> <td>2</td> <td>10</td> </tr> </tbody> </table>									Month	Actual	Target	Apr-17	0	10	May-17	1	10	Jun-17	2
Month	Actual	Target																	
Apr-17	0	10																	
May-17	1	10																	
Jun-17	2	10																	
LEAD MEMBER: Cllr Tatler								BENCHMARK DATA											
STRATEGIC DIRECTOR: Amar Dave								N/A											
GOOD IS: Bigger is better																			

KPI ID:	2016/17 OUTTURN	Apr-17	May-17	Jun-17	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS											
Brent Works - Job Outcomes	New measure for 2017/18	21	10	3	34	25	GREEN	<p>Comment: 17/18 target is 100. On track to meet target. Need to ensure momentum from April and May is maintained. Note, resource in June focussed on delivering apprenticeship outcomes.</p>											
<p>Brent Works Job Outcomes</p> <table border="1"> <caption>Brent Works Job Outcomes Data</caption> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Apr-17</td> <td>21</td> <td>100</td> </tr> <tr> <td>May-17</td> <td>10</td> <td>100</td> </tr> <tr> <td>Jun-17</td> <td>3</td> <td>100</td> </tr> </tbody> </table>									Month	Actual	Target	Apr-17	21	100	May-17	10	100	Jun-17	3
Month	Actual	Target																	
Apr-17	21	100																	
May-17	10	100																	
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LEAD MEMBER: Cllr Tatler								BENCHMARK DATA											
STRATEGIC DIRECTOR: Amar Dave								N/A											
GOOD IS: Bigger is better																			

BRENT 2020 - EMPLOYMENT AND SKILLS

KPI ID:	2016/17 OUTTURN	Apr-17	May-17	Jun-17	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS											
Brent Starts Achievement Rate	90%	95%	91%	91%	92%	90%	GREEN	<p>Comment: 17/18 target is 90%. On track to meet target.</p>											
<p>LEAD MEMBER: Cllr Tatler</p> <p>STRATEGIC DIRECTOR: Amar Dave</p> <p>GOOD IS: Bigger is better</p>	<p>Brent Starts Achievement Rate</p> <table border="1"> <caption>Brent Starts Achievement Rate Data</caption> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Apr-17</td> <td>95%</td> <td>90%</td> </tr> <tr> <td>May-17</td> <td>91%</td> <td>90%</td> </tr> <tr> <td>Jun-17</td> <td>91%</td> <td>90%</td> </tr> </tbody> </table>						Month		Actual	Target	Apr-17	95%	90%	May-17	91%	90%	Jun-17	91%	90%
Month	Actual	Target																	
Apr-17	95%	90%																	
May-17	91%	90%																	
Jun-17	91%	90%																	
<p>BENCHMARK DATA</p> <p>N/A</p>																			

KPI ID:	2016/17 OUTTURN	Apr-17	May-17	Jun-17	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS											
Percentage of care leavers in education, employment or training (EET)	49%	44%	44%	47%	47.0%	58%	RED	<p>Comment: The cohort includes a growing proportion of former Unaccompanied Asylum Seekers whose immigration status prevents them accessing employment and education post 18 years old, which has a significant impact on percentages. There is a slightly lower EET rate (6%) amongst former UASC care leavers than the general care leaver population. EET rates for the general care leaver population is 49% and for former UASC care leavers it is 43%.</p> <p>Action: Until young people's asylum status is determined, we ensure that Brent's personal advisors and accommodation providers actively work with these young people to provide meaningful activities, such as courses that do not require a financial contribution within local educational establishments.</p>											
<p>LEAD MEMBER: Cllr Patel</p> <p>STRATEGIC DIRECTOR: Gail Tolley</p> <p>GOOD IS: Bigger is better</p>	<p>Percentage of care leavers in education, employment or training</p> <table border="1"> <caption>Percentage of care leavers in education, employment or training Data</caption> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Apr-17</td> <td>44%</td> <td>58%</td> </tr> <tr> <td>May-17</td> <td>44%</td> <td>58%</td> </tr> <tr> <td>Jun-17</td> <td>47%</td> <td>58%</td> </tr> </tbody> </table>						Month		Actual	Target	Apr-17	44%	58%	May-17	44%	58%	Jun-17	47%	58%
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Apr-17	44%	58%																	
May-17	44%	58%																	
Jun-17	47%	58%																	
<p>BENCHMARK DATA</p> <p>53.3% - 2015/16 (DfE)</p>																			

KPI ID:	2016/17 OUTTURN	Apr-17	May-17	Jun-17	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS											
Percentage of academic age 16-17 year olds who are not in education, employment or training (NEET)	2.3%	1.6%	1.5%	1.4%	1.4%	2.0%	GREEN	<p>Comment: Annual performance against this target is measured nationally as a three-month average of December, January and February. These figures were previously based on an average of November, December and January.</p>											
<p>LEAD MEMBER: Cllr Patel</p> <p>STRATEGIC DIRECTOR: Gail Tolley</p> <p>GOOD IS: Smaller is better</p>	<p>Percentage of 16 to 18 year olds who are not in education, employment or training (NEET)</p> <table border="1"> <caption>Percentage of 16 to 18 year olds who are not in education, employment or training Data</caption> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Apr-17</td> <td>1.6%</td> <td>2.0%</td> </tr> <tr> <td>May-17</td> <td>1.5%</td> <td>2.0%</td> </tr> <tr> <td>Jun-17</td> <td>1.4%</td> <td>2.0%</td> </tr> </tbody> </table>						Month		Actual	Target	Apr-17	1.6%	2.0%	May-17	1.5%	2.0%	Jun-17	1.4%	2.0%
Month	Actual	Target																	
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May-17	1.5%	2.0%																	
Jun-17	1.4%	2.0%																	
<p>BENCHMARK DATA</p> <p>N/A</p>																			

BRENT 2020 - REGENERATION

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KPI ID:	2016/17 OUTTURN	Apr-17	May-17	Jun-17	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS													
Percentage of major applications determined in 13 weeks or other formally agreed time over rolling two year period	85.73%	74.68% (provisional)	76.47% (provisional)	77.65% (provisional)	77.65% (provisional)	82%	RED	<p>Comment: These figures represent a rolling two year period.</p> <p>Action: To improve the performance for the next 3 quarters staff are having a greater focus on proper use of extension of time agreements (part of staff objectives).</p>													
	Percentage of major applications determined in 13 weeks or other formally agreed time over rolling two year period																				
	<table border="1" style="margin: 10px auto; border-collapse: collapse;"> <caption>Percentage of major applications determined in 13 weeks or other formally agreed time over rolling two year period</caption> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Apr-17</td> <td>74.68%</td> <td>82%</td> </tr> <tr> <td>May-17</td> <td>76.47%</td> <td>82%</td> </tr> <tr> <td>Jun-17</td> <td>77.65%</td> <td>82%</td> </tr> </tbody> </table>								Month	Actual	Target	Apr-17	74.68%	82%	May-17	76.47%	82%	Jun-17	77.65%	82%	
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<p>LEAD MEMBER: Cllr Tatler</p> <p>STRATEGIC DIRECTOR: Amar Dave</p> <p>GOOD IS: Bigger is better</p>																					
BENCHMARK DATA																					
84% - 2015/16 (LG Inform)																					

KPI ID:	2016/17 OUTTURN	Apr-17	May-17	Jun-17	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS													
Percentage of minor applications determined in 8 weeks or other formally agreed time	77.98%	87.32% (provisional)	89.01% (provisional)	84.62% (provisional)	86.98% (provisional)	76%	GREEN	<p>Comment: Target exceeded; better performance management and addition of more permanent junior staff has seen a rise in performance for this measure during this quarter.</p>													
	Percentage of minor applications determined in 8 weeks or other formally agreed time																				
	<table border="1" style="margin: 10px auto; border-collapse: collapse;"> <caption>Percentage of minor applications determined in 8 weeks or other formally agreed time</caption> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Apr-17</td> <td>87.32%</td> <td>76%</td> </tr> <tr> <td>May-17</td> <td>89.01%</td> <td>76%</td> </tr> <tr> <td>Jun-17</td> <td>84.62%</td> <td>76%</td> </tr> </tbody> </table>								Month	Actual	Target	Apr-17	87.32%	76%	May-17	89.01%	76%	Jun-17	84.62%	76%	
	Month	Actual	Target																		
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Jun-17	84.62%	76%																			
<p>LEAD MEMBER: Cllr Tatler</p> <p>STRATEGIC DIRECTOR: Amar Dave</p> <p>GOOD IS: Bigger is better</p>																					
BENCHMARK DATA																					
75% - 2015/16 (LG Inform)																					

KPI ID:	2016/17 OUTTURN	Apr-17	May-17	Jun-17	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS													
Number of illegally dumped waste incidents reported on public land (large and small)	17,338	1,381	1,589	1,598	4,568	3,000	RED	<p>Comment: We are continuing to see a high number of fly-tips reported due to higher resident awareness through campaigns such as "Love Where You Live". However, there has been a 5% (254) reduction in reports received in Q1 compared to the same period in 16/17.</p> <p>Action: We are promoting the "Love Where You Live" campaign, implementing in-house uniformed litter patrols, issuing Fixed Penalty Notices for littering and fly-tipping offences and using CCTV wherever possible to identify offenders of fly tipping and littering.</p>													
	Number of illegally dumped waste incidents reported on public land (large and small)																				
	<table border="1" style="margin: 10px auto; border-collapse: collapse;"> <caption>Number of illegally dumped waste incidents reported on public land (large and small)</caption> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Apr-17</td> <td>1,381</td> <td>3,000</td> </tr> <tr> <td>May-17</td> <td>1,589</td> <td>3,000</td> </tr> <tr> <td>Jun-17</td> <td>1,598</td> <td>3,000</td> </tr> </tbody> </table>								Month	Actual	Target	Apr-17	1,381	3,000	May-17	1,589	3,000	Jun-17	1,598	3,000	
	Month	Actual	Target																		
Apr-17	1,381	3,000																			
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Jun-17	1,598	3,000																			
<p>LEAD MEMBER: Cllr Southwood</p> <p>STRATEGIC DIRECTOR: Amar Dave</p> <p>GOOD IS: Smaller is better</p>																					
BENCHMARK DATA																					
N/A																					

BRENT 2020 - REGENERATION

KPI ID:	2016/17 OUTTURN	Apr-17	May-17	Jun-17	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS												
Average time taken to remove illegally dumped waste (days)	0.79	0.80	0.72	0.75	0.76	1	GREEN	<p>Comment: Despite the high number of reports to the Council, performance remains ahead of target.</p>												
<p>Average time taken to remove illegally dumped waste (days)</p> <table border="1"> <caption>Average time taken to remove illegally dumped waste (days)</caption> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Apr-17</td> <td>0.80</td> <td>0.75</td> </tr> <tr> <td>May-17</td> <td>0.72</td> <td>0.75</td> </tr> <tr> <td>Jun-17</td> <td>0.75</td> <td>0.75</td> </tr> </tbody> </table>									Month	Actual	Target	Apr-17	0.80	0.75	May-17	0.72	0.75	Jun-17	0.75	0.75
Month	Actual	Target																		
Apr-17	0.80	0.75																		
May-17	0.72	0.75																		
Jun-17	0.75	0.75																		
<p>LEAD MEMBER: Cllr Southwood</p> <p>STRATEGIC DIRECTOR: Amar Dave</p> <p>GOOD IS: Smaller is better</p>																				
BENCHMARK DATA								N/A												

KPI ID:	2016/17 OUTTURN	Q3 16/17	Q4 16/17	Q1 17/18	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS												
Reoffending rate by young offenders per cohort	42.8%	44.4%	44.4%	44.4%	44.40%	42.80%	Amber	<p>Comment: Number of Reoffenders (107) / Number in Cohort (241) = 44.4%. Data is shown in rolling full-years. This data looks at current re-offending rates for the July 14 to June 15 cohort. The cohort consists of all young people who received a pre-court or court disposal or were released from custody in that date range.</p> <p>Action: The Youth Offending Service has subsequently introduced a range of quality improvements, including Case Management Training, Management training, Signs of Safety and AssetPlus Training from April 2016 so we expect to see this translate to continuous improved reoffending data in the near future.</p>												
<p>Reoffending rate by young offenders per cohort</p> <table border="1"> <caption>Reoffending rate by young offenders per cohort</caption> <thead> <tr> <th>Quarter</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q3 16/17</td> <td>39.5%</td> <td>42.8%</td> </tr> <tr> <td>Q4 16/17</td> <td>42.6%</td> <td>42.8%</td> </tr> <tr> <td>Q1 17/18</td> <td>44.4%</td> <td>42.8%</td> </tr> </tbody> </table>									Quarter	Actual	Target	Q3 16/17	39.5%	42.8%	Q4 16/17	42.6%	42.8%	Q1 17/18	44.4%	42.8%
Quarter	Actual	Target																		
Q3 16/17	39.5%	42.8%																		
Q4 16/17	42.6%	42.8%																		
Q1 17/18	44.4%	42.8%																		
<p>LEAD MEMBER: Cllr Patel</p> <p>STRATEGIC DIRECTOR: Gail Tolley</p> <p>GOOD IS: Smaller is better</p>																				
BENCHMARK DATA								43.9% 2016/17 (Youth Justice Board London average).												

KPI ID:	2016/17 OUTTURN	Q3 16/17	Q4 16/17	Q1 17/18	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS												
First time entrants to the Youth Justice System aged 10-17 per cohort	132	134	132	127	127	157	GREEN	<p>Comment: The data for this indicator comes from the Police National Computer and is published by the MoJ. The data is shown in rolling full-years for the 12 months to March, July, September, and December of each year. The latest figures available are for January 2016 to December 2016.</p> <p>Due to this being annual rolling figure, the individual quarters should not be used cumulatively.</p>												
<p>First time entrants to the Youth Justice System aged 10-17 per cohort</p> <table border="1"> <caption>First time entrants to the Youth Justice System aged 10-17 per cohort</caption> <thead> <tr> <th>Quarter</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q3 16/17</td> <td>134</td> <td>157</td> </tr> <tr> <td>Q4 16/17</td> <td>132</td> <td>157</td> </tr> <tr> <td>Q1 17/18</td> <td>127</td> <td>157</td> </tr> </tbody> </table>									Quarter	Actual	Target	Q3 16/17	134	157	Q4 16/17	132	157	Q1 17/18	127	157
Quarter	Actual	Target																		
Q3 16/17	134	157																		
Q4 16/17	132	157																		
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<p>LEAD MEMBER: Cllr Patel</p> <p>STRATEGIC DIRECTOR: Gail Tolley</p> <p>GOOD IS: Smaller is better</p>																				
BENCHMARK DATA								424 (London LGINform) 2014/15												

BRENT 2020 - BUSINESS AND HOUSING GROWTH

KPI ID:	2016/17 OUTTURN	Q3 16/17	Q4 16/17	Q1 17/18	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS													
Empty properties brought back into use	118	31	30	6	6	25	RED	<p>Comment: Completions to date are below the YTD target, but the profile for properties brought back to use normally sees proportionately higher returns in the second half of the year. Market conditions – developers and landlords developing empty dwellings but the vast majority are being rented in the PRS as opposed to social housing/ managed schemes (despite Brent offering substantial refurbishment costs grants). Many landlords have exited the social rental market because of the benefit cap.</p> <p>Action: Team also dealing with a number of long term empty properties neglected /abandoned by the owner; usually this is a very lengthy/expensive process. No guarantee of success and low volume of these type of properties secured. Further Pipeline activities - 5 grants (6 units) approved to be completed; 22 further units awaiting planning consent and 18 new enquiries (potentially 28 units). Total of 62 pipeline units. Marketing - recently promoted Brent's Empty Property Scheme at a London Landlord Show, team also working with Comms to further</p>													
	<p>Empty properties brought back into use</p> <table border="1"> <caption>Empty properties brought back into use - Actual vs Target</caption> <thead> <tr> <th>Period</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q3 16/17</td> <td>31</td> <td>25</td> </tr> <tr> <td>Q4 16/17</td> <td>30</td> <td>25</td> </tr> <tr> <td>Q1 17/18</td> <td>6</td> <td>25</td> </tr> </tbody> </table>								Period	Actual	Target	Q3 16/17	31	25	Q4 16/17	30	25	Q1 17/18	6	25	
	Period	Actual	Target																		
Q3 16/17	31	25																			
Q4 16/17	30	25																			
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<p>LEAD MEMBER: Cllr Farah</p> <p>STRATEGIC DIRECTOR: Phil Porter</p> <p>GOOD IS: Bigger is better</p>																					

BRENT 2020 - DEMAND MANAGEMENT

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KPI ID:	2016/17 OUTTURN	Apr-17	May-17	Jun-17	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS												
Households in Temporary Accommodation	2,904	2,883	2,639	2,611	2,611	2,643	GREEN	<p>Comment: The number of households living in Temporary Accommodation is slightly better than forecast, due to a combination of prevention of homelessness and good use of the Private Rented Sector to meet homelessness demand.</p> <p style="text-align: center; color: blue;">BENCHMARK DATA</p>												
	<p>Households in Temporary Accommodation</p> <table border="1" style="display: none;"> <caption>Households in Temporary Accommodation Data</caption> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Apr-17</td> <td>2883</td> <td>2643</td> </tr> <tr> <td>May-17</td> <td>2639</td> <td>2643</td> </tr> <tr> <td>Jun-17</td> <td>2611</td> <td>2643</td> </tr> </tbody> </table>								Month	Actual	Target	Apr-17	2883	2643	May-17	2639	2643	Jun-17	2611	2643
	Month	Actual	Target																	
	Apr-17	2883	2643																	
May-17	2639	2643																		
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LEAD MEMBER: Cllr Farah																				
STRATEGIC DIRECTOR: Phil Porter																				
GOOD IS: Smaller is better																				

KPI ID:	2016/17 OUTTURN	Apr-17	May-17	Jun-17	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS												
Number of households in non-self-contained B&B	29	43	42	23	23	30	GREEN	<p>Comment: As the overall performance on use of Temporary Accommodation is good, non-self-contained B&B is prioritised for reduction as it is the least suitable and most expensive form of TA that we use.</p> <p style="text-align: center; color: blue;">BENCHMARK DATA</p>												
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	Month	Actual	Target																	
	Apr-17	43	30																	
May-17	42	30																		
Jun-17	23	30																		
LEAD MEMBER: Cllr Farah																				
STRATEGIC DIRECTOR: Phil Porter																				
GOOD IS: Smaller is better																				

KPI ID:	2016/17 OUTTURN	Apr-17	May-17	Jun-17	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS												
Accepted homeless	553	45	73	50	168	175	GREEN	<p>Comment: The number of households to whom we have accepted the main rehousing duty to is slightly better than forecast, mainly due to the use of a small back log team to work on Homeless Assessment cases, freeing capacity for officers to work on the prevention of homelessness.</p> <p style="text-align: center; color: blue;">BENCHMARK DATA</p>												
	<p>Accepted homeless</p> <table border="1" style="display: none;"> <caption>Accepted homeless Data</caption> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Apr-17</td> <td>45</td> <td>175</td> </tr> <tr> <td>May-17</td> <td>42</td> <td>175</td> </tr> <tr> <td>Jun-17</td> <td>50</td> <td>175</td> </tr> </tbody> </table>								Month	Actual	Target	Apr-17	45	175	May-17	42	175	Jun-17	50	175
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LEAD MEMBER: Cllr Farah																				
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GOOD IS: Smaller is better																				

BRENT 2020 - DEMAND MANAGEMENT

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KPI ID:	2016/17 OUTTURN	Apr-17	May-17	Jun-17	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS												
Homeless Prevention	415	22	40	21	83	130	Red	<p>Comment: There are two components to the homeless prevention performance data; we have provided housing options . The single pathway homeless prevention figures will be available in the Q2 report.</p>												
	<p>Homeless Prevention</p> <table border="1" style="margin: 10px auto; border-collapse: collapse;"> <caption>Homeless Prevention Data</caption> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Apr-17</td> <td>22</td> <td>130</td> </tr> <tr> <td>May-17</td> <td>40</td> <td>130</td> </tr> <tr> <td>Jun-17</td> <td>21</td> <td>130</td> </tr> </tbody> </table>								Month	Actual	Target	Apr-17	22	130	May-17	40	130	Jun-17	21	130
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KPI ID:	2016/17 OUTTURN	Apr-17	May-17	Jun-17	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS												
New admissions to residential & nursing care homes, 18-64 (cumulative)	13	3	8	8	8	5	AMBER	<p>Comment: There are a higher number of annual reviews completed in Q1 than other quarters to align with the financial assessment cycle. This results in a spike in the number of placements made in April and May. Placement rates reduced to 0 from June. Forecast against year end target, therefore RAG is amber.</p>												
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LEAD MEMBER: Cllr Hirani																				
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KPI ID:	2016/17 OUTTURN	Apr-17	May-17	Jun-17	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS												
New admissions to residential & nursing care homes, 65+ (cumulative)	107	13	26	31	31	27	AMBER	<p>Comment: The number of admissions in quarter 1 has exceed the expectations, as there is usually an increase related to increased number of reviews completed in Q1 to align with financial assessment cycles. June placements reduced to more expected levels. Forecast against year end target, therefore RAG is amber.</p>												
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BRENT 2020 - DEMAND MANAGEMENT

KPI ID:	2016/17 OUTTURN	Apr-17	May-17	Jun-17	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS												
The outcome of short-term services: sequel to service (REABLEMENT)	71.21%	64.77%	67.11%	85.56%	72.48%	75.00%	AMBER	<p>Comment: At quarter 1, 254 individuals received Reablement, 185 (72%) of them did not go on to receive further services. Of the 69 individuals who received a service 43 (62%) received a reduced service as a result of Reablement.</p>												
LEAD MEMBER: Cllr Hirani	<p>The outcome of short-term services: sequel to service (REABLEMENT)</p> <table border="1"> <caption>Actual vs Target Data for Reablement</caption> <thead> <tr> <th>Month</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Apr-17</td> <td>64.77%</td> <td>75.00%</td> </tr> <tr> <td>May-17</td> <td>67.11%</td> <td>75.00%</td> </tr> <tr> <td>Jun-17</td> <td>85.56%</td> <td>75.00%</td> </tr> </tbody> </table>								Month	Actual (%)	Target (%)	Apr-17	64.77%	75.00%	May-17	67.11%	75.00%	Jun-17	85.56%	75.00%
Month									Actual (%)	Target (%)										
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GOOD IS: Bigger is better	BENCHMARK DATA																			

KPI ID:	2016/17 OUTTURN	Apr-17	May-17	Jun-17	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS												
Average days between a child entering care and moving in with its adoptive family, for those adopted	523	375	376	TBC	376	550	GREEN	<p>Comment: There has been a significant improvement made in reducing the timescales for placing a child in care with their new adoptive family. The 3 year average position at the end of Q1 was 376 days, compared with the Target YTD of 550 days and 2016/17 outturn of 523 days.</p>												
LEAD MEMBER: Cllr Patel	<p>Average days between a child entering care and moving in with its adoptive family, for those adopted</p> <table border="1"> <caption>Actual vs Target Data for Average Days</caption> <thead> <tr> <th>Month</th> <th>Actual (Days)</th> <th>Target (Days)</th> </tr> </thead> <tbody> <tr> <td>Apr-17</td> <td>375</td> <td>550</td> </tr> <tr> <td>May-17</td> <td>376</td> <td>550</td> </tr> <tr> <td>Jun-17</td> <td>TBC</td> <td>550</td> </tr> </tbody> </table>								Month	Actual (Days)	Target (Days)	Apr-17	375	550	May-17	376	550	Jun-17	TBC	550
Month									Actual (Days)	Target (Days)										
Apr-17									375	550										
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STRATEGIC DIRECTOR: Gail Tolley																				
GOOD IS: Smaller is better	BENCHMARK DATA																			

KPI ID:	2016/17 OUTTURN	Apr-17	May-17	Jun-17	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS												
Percentage of Looked After Children placed with foster carers	63.58%	62.60%	61.80%	TBC	61.80%	75%	RED	<p>Comment: The percentage of LAC placed with foster carers is below target (Actual YTD - 61.8%, Target - 75%). The overall number of children in care has declined, however, a greater proportion of those now in care are aged 16 and 17, many of whom are Unaccompanied Asylum Seeking Children. 22% of Brent's current LAC cohort are Unaccompanied Asylum Seeking Children. Semi Independent accommodation is being used more often as a placement option for young people in this age range.</p>												
LEAD MEMBER: Cllr Patel	<p>Percentage of Looked After Children placed with foster carers</p> <table border="1"> <caption>Actual vs Target Data for Foster Carers</caption> <thead> <tr> <th>Month</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Apr-17</td> <td>62.60%</td> <td>75%</td> </tr> <tr> <td>May-17</td> <td>61.80%</td> <td>75%</td> </tr> <tr> <td>Jun-17</td> <td>TBC</td> <td>75%</td> </tr> </tbody> </table>								Month	Actual (%)	Target (%)	Apr-17	62.60%	75%	May-17	61.80%	75%	Jun-17	TBC	75%
Month									Actual (%)	Target (%)										
Apr-17									62.60%	75%										
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STRATEGIC DIRECTOR: Gail Tolley																				
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BRENT 2020 - RAISING INCOME

KPI ID:	2016/17 OUTTURN	Apr-17	May-17	Jun-17	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS												
Non-Domestic Business Rates (NNDR)	98.74%	9.44%	18.91%	28.07%	28.07%	28.73%	AMBER	<p>Comment: Performance under stated as there is 0.74% held in suspended accounts due to be allocated.</p> <p>BENCHMARK DATA</p> <p>N/A</p>												
	<p>Non-Domestic Business Rates (NNDR)</p> <table border="1"> <caption>Non-Domestic Business Rates (NNDR) Data</caption> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Apr-17</td> <td>9.44%</td> <td>28.73%</td> </tr> <tr> <td>May-17</td> <td>18.91%</td> <td>28.73%</td> </tr> <tr> <td>Jun-17</td> <td>28.07%</td> <td>28.73%</td> </tr> </tbody> </table>								Month	Actual	Target	Apr-17	9.44%	28.73%	May-17	18.91%	28.73%	Jun-17	28.07%	28.73%
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<p>LEAD MEMBER: Cllr McLennan</p> <p>STRATEGIC DIRECTOR: Althea Loderick</p> <p>GOOD IS: Bigger is better</p>																				

KPI ID:	2016/17 OUTTURN	Apr-17	May-17	Jun-17	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS												
Percentage of Council Tax collected	95.74%	12.27%	21.71%	30.35%	30.35%	30.60%	AMBER	<p>Comment: Behind target due to correspondence backlog at start of month which impacted on tel performance/collection. Backlog now cleared new staff due to start in July filling vacancies</p> <p>BENCHMARK DATA</p> <p>N/A</p>												
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<p>LEAD MEMBER: Cllr McLennan</p> <p>STRATEGIC DIRECTOR: Althea Loderick</p> <p>GOOD IS: Bigger is better</p>																				

KPI ID:	2016/17 OUTTURN	Apr-17	May-17	Jun-17	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS												
Value of CT/HB overpayments recovered	£9,121,039	£745,686	£814,592	£772,392	£2,332,670	£2,375,000	AMBER	<p>Comment: Collection is currently 98.2% against YTD target.</p> <p>Action: A number of new recovery initiatives are being developed to address this small deficit, including creation of a substantial Legal pipeline with cases currently being distributed to internal and external agencies at unprecedented levels, due to taking a more robust approach in 17/18. The full legal cycle from CCJ to High court or alternate legal action normally takes between 2-5 months for successful cases. In addition 4 new officers have been recruited internally to fill vacancies and are being trained using current resource to upskill.</p> <p>BENCHMARK DATA</p> <p>N/A</p>												
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BRENT 2020 - RAISING INCOME

KPI ID:	2016/17 OUTTURN	Apr-17	May-17	Jun-17	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS										
Value of Council Tax arrears recovered	£2,079,573	£66,013	£273,046	£158,293	£497,352	£500,000	AMBER	<p>Comment: Behind target due to correspondence backlog at start of month which impacted on tel performance/collection, plus 4 staff down. Action: Have now cleared correspondence backlog and new staff due to start in July</p>										
	<p>Value of Council Tax arrears recovered</p> <table border="1"> <caption>Value of Council Tax arrears recovered</caption> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Apr-17</td> <td>£66,013</td> <td>£500,000</td> </tr> <tr> <td>May-17</td> <td>£273,046</td> <td>£500,000</td> </tr> <tr> <td>Jun-17</td> <td>£158,293</td> <td>£500,000</td> </tr> </tbody> </table>								Month	Actual	Target	Apr-17	£66,013	£500,000	May-17	£273,046	£500,000	Jun-17
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KPI ID:	2016/17 OUTTURN	Q3 16/17	Q4 16/17	Q1 17/18	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS										
Revenue income secured from commercial portfolio	£2,325,659	£523,876	£903,000	£472,846	£472,846	£575,000	RED	<p>Comment: The income is not consistent over the year. Turnover is also impacted by a number of top up rents. In addition there are other set of rents that will be coming on stream at later dates in the year. For information the Q2 rent is forecasted at £548,412, this will increase further in Q3 and Q4. The cumulative figure will continue to rise quarter by quarter as more income billing is completed.</p>										
	<p>Revenue income secured from commercial portfolio</p> <table border="1"> <caption>Revenue income secured from commercial portfolio</caption> <thead> <tr> <th>Quarter</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q3 16/17</td> <td>£523,876</td> <td>£575,000</td> </tr> <tr> <td>Q4 16/17</td> <td>£903,000</td> <td>£575,000</td> </tr> <tr> <td>Q1 17/18</td> <td>£472,846</td> <td>£575,000</td> </tr> </tbody> </table>								Quarter	Actual	Target	Q3 16/17	£523,876	£575,000	Q4 16/17	£903,000	£575,000	Q1 17/18
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Q1 17/18	£472,846	£575,000																
<p>LEAD MEMBER: Clr Butt</p> <p>STRATEGIC DIRECTOR: Althea Loderick</p> <p>GOOD IS: Bigger is better</p>								<p>BENCHMARK DATA</p> <p>N/A</p>										

KPI ID:	2016/17 OUTTURN	Apr-17	May-17	Jun-17	ACTUAL YTD	FORECAST YTD	RAG	COMMENTS AND ACTIONS										
Registration and Nationality external income achieved to date	£805,063	£64,797	£75,113	£80,031	£219,941	£236,000	RED	<p>Comment: An increase in income noted in quarter 1 due to discretionary fees and charges increased. Additional staff are dedicated to service the demand for the European passport return service and demand for joint nationality and passport checking service for our corporate external clients at law firms. Action: R & N are a small team and have been affected by long term sickness of staff and maternity leave in the first quarter of the year. However, a Recruitment drive in May 17 has meant staff have been recruited and are in progress of training in income generating roles to open additional service diaries to meet the demands of our customers.</p>										
	<p>Registration and Nationality external income achieved to date</p> <table border="1"> <caption>Registration and Nationality external income achieved to date</caption> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Forecast</th> </tr> </thead> <tbody> <tr> <td>Apr-17</td> <td>£64,797</td> <td>£236,000</td> </tr> <tr> <td>May-17</td> <td>£75,113</td> <td>£236,000</td> </tr> <tr> <td>Jun-17</td> <td>£80,031</td> <td>£236,000</td> </tr> </tbody> </table>								Month	Actual	Forecast	Apr-17	£64,797	£236,000	May-17	£75,113	£236,000	Jun-17
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<p>LEAD MEMBER: Clr Miller</p> <p>STRATEGIC DIRECTOR: Althea Loderick</p> <p>GOOD IS: Bigger is better</p>								<p>BENCHMARK DATA</p> <p>N/A</p>										

BRENT 2020 - RAISING INCOME

KPI ID:	2016/17 OUTTURN	Apr-17	May-17	Jun-17	ACTUAL YTD	FORECAST YTD	RAG	COMMENTS AND ACTIONS											
Additional income generated by Building Control	New measure for 2017/18	£1,564	£1,166	£3,126	£5,856	£6,000	AMBER	<p>Comment: Slightly below forecasted amount for Q1 after a slow start to the quarter. There was a rise in income in June 2017</p>											
	<p>Additional income generated by Building Control</p> <table border="1"> <caption>Additional income generated by Building Control</caption> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Forecast</th> </tr> </thead> <tbody> <tr> <td>Apr-17</td> <td>£1,564</td> <td>£1,166</td> </tr> <tr> <td>May-17</td> <td>£1,166</td> <td>£1,166</td> </tr> <tr> <td>Jun-17</td> <td>£3,126</td> <td>£1,166</td> </tr> </tbody> </table>								Month	Actual	Forecast	Apr-17	£1,564	£1,166	May-17	£1,166	£1,166	Jun-17	£3,126
Month	Actual	Forecast																	
Apr-17	£1,564	£1,166																	
May-17	£1,166	£1,166																	
Jun-17	£3,126	£1,166																	
LEAD MEMBER: Cllr Tatler								BENCHMARK DATA											
STRATEGIC DIRECTOR: Amar Dave								N/A											
GOOD IS: Bigger is better																			

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

Schools and Education

Performance Indicator	16/17 Outturn	Apr-17	May-17	Jun-17	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
No. of CYP applying for Yr 7, 8, 9, 10 & 11 (ages 11-16) not offered a school place w/in 4 wks	1	1	1	n/a	1	0	Smaller is Better	Red	-	Comment: Exceptional case (parents declined 4 offers). Proximity to the family home is a high priority due to his physical needs and the Academy closest to home has been asked to admit him. EHCP Plan has been agreed.	Gail Tolley	Clr Patel

Supporting vulnerable people and families when they need it

Children's Social Care

Performance Indicator	16/17 Outturn	Apr-17	May-17	Jun-17	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Percentage of Looked After Children with an up to date Personal Education Plan	98%	-	99.0%	n/a	99.0%	100%	Bigger is Better	Green	-	Comment: This is a quarterly measure, and Q1 actual will be reported at the end of Q2 alongside Q2 performance.	Gail Tolley	Clr Patel
Percentage of Looked After Children placed with In-House (Brent) foster carers	27.0%	26.2%	25.7%	n/a	26.0%	-	Contextual		-		Gail Tolley	Clr Patel
Percentage of Looked After Children placed with independent fostering agencies	26.0%	25.9%	26.0%	n/a	25.9%	-	Contextual		-		Gail Tolley	Clr Patel
Percentage of Looked After Children placed with relatives and friends	10.0%	9.9%	9.4%	n/a	9.4%	-	Contextual		-		Gail Tolley	Clr Patel

Supporting vulnerable people and families when they need it

Adults' Social Care

Performance Indicator	16/17 Outturn	Apr-17	May-17	Jun-17	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Rate of clients (aged 18+) accessing long term community support, per 100,000 population (aged 18+)	n/a	1289	1255	1230	1229.73	n/a	Contextual		-	Comment: There is no target attached to this indicator, as it should be seen in the context of overall demographic increases. The council's aim is two-fold; to provide more community based services instead of res/nurs services or where people do require a service, to support people to maximise their independence which will reduce the number of clients receiving a service overall.	Phil Porter	Clr Hirani
Rate of clients (aged 18+) with a Primary Support Reason of learning disability accessing long term community support, per 100,000 population (aged 18+)	n/a	246.19	245.38	246.59	246.59	n/a	Contextual		-	Comment: There is no target attached to this indicator, as it should be seen in the context of overall demographic increases. The council's aim is two-fold; to provide more community based services instead of res/nurs services or where people do require a service, to support people to maximise their independence which will reduce the number of clients receiving a service overall.	Phil Porter	Clr Hirani

Supporting vulnerable people and families when they need it

Adults' Social Care continued

Performance Indicator	16/17 Outturn	Apr-17	May-17	Jun-17	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Percentage of adults using services who receive self-directed support	96.6%	98.19%	98.34%	98.27%	98.27%	95.00%	Bigger is Better	Green	86% 2015/16 London (LG Inform)	Comment: We are on track with this indicator and as per guidance.	Phil Porter	Clr Hirani
Percentage of adults using services who receive a direct payment in the community	22.6%	21.99%	22.78%	22.80%	22.80%	22.80%	Bigger is Better	Green	29% 2015/16 London (LG Inform)	Comment: We have been strongly promoting DP services with families and service users, and this has supported a small uptake in our DP figures. Action: In order to meet the annual target we will need to not only increase our uptake but also encourage clients with traditional packages to change to DP.	Phil Porter	Clr Hirani

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

Public Realm and Highways

Performance Indicator	16/17 Outturn	Apr-17	May-17	Jun-17	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Percentage of sites with unacceptable levels of litter	6%	3%	1%	6%	3%	Contextual	Smaller is Better		4.1% 2015/16 London (LAPS)	Comment: Due to changes to grass cutting regimes, and the impact this may have on litter, it has been agreed for a contract target not to apply in 2017/18. 2017/18 data will be used as a benchmark to set future years' targets. However, even with the absence of a target, the 2017/18 YTD scores are positive compared to previous years.	Amar Dave	Clr Southwood
Residual waste disposal tonnage - Public Realm Contract Target 1	68,775	5,122	5,987	n/a	11,109	10,363	Smaller is Better	Red	-	Comment: The increase in waste tonnages since 2014 reflect the economic recovery nationwide as well as property growth within the borough, which is set to continue. Action: Diverting food waste from the residual waste stream will be the feature of a targeted campaign in 2017/18. There will also be continued promotion of the recycling service. The cost for disposal of tonnage in excess of the contract target is met by the Public Realm contractor Veolia.	Amar Dave	Clr Southwood
Tonnes of municipal waste sent to landfill	70,679	5,623	6,520	n/a	12,143	11,399	Smaller is Better	Red	-	Comment: The increase in waste tonnages since 2014 reflect the economic recovery nationwide as well as property growth within the borough, which is set to continue. Action: Diverting food waste from the residual waste stream will be the feature of a targeted campaign in 2017/18. There will also be continued promotion of the recycling service. Please note data for this indicator includes all residual waste collected as part of the Public Realm contract (given in the above indicator) as well residual waste from the Reuse and Recycling Centre at Abbey Road and materials rejected from the recycling facility.	Amar Dave	Clr Southwood
Number of waste cases investigated which lead to enforcement action	1,129	30	46	88	164	Contextual	Bigger is Better		-	Comment: Waste crime continues to be a significant problem in Brent, as it is in many urban areas nationwide. Despite concerted enforcement and education activity, problems persist. Action: The team continues to work with Veolia and the community to identify and tackle those responsible for waste crime in the borough. It is hoped that the new in-house litter patrol officers, additional mobile CCTV technology and proposed move towards area-based working will enable a more targeted and focused approach going forward.	Amar Dave	Clr Southwood
Number of kilograms of residual household waste collected per household	463	37	43	n/a	80	120	Smaller is Better	Green	137.23 Q1 2016/17 London (LGIinform)	Comment: Performance for April and May are in keeping with figures for the same periods in 2016/17. As mentioned above, the Council continues to work with Veolia on waste minimisation initiatives.	Amar Dave	Clr Southwood
Household recyclables collected that are sent for reuse, recycling, recovery and composting	36%	37%	37%	n/a	37%	45%	Bigger is Better	Red	36.75% Q1 2016/17 London (LGIinform)	Comment: Recycling rates have plateaued in London over recent years, but Q1 does show a small improvement compared with the 2016/17 outturn figure. Action: As part of the waste minimisation work in partnership with Veolia and West London Waste Authority, initiatives in 2017/18 will seek to increase recycling from flats, increase food waste recycling and improve communications and education campaigns for Brent's recycling service.	Amar Dave	Clr Southwood

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

Public Realm and Highways continued

Performance Indicator	16/17 Outturn	Apr-17	May-17	Jun-17	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Percentage of Cat 1 defects (response time to make safe within 24hrs) repaired on time	88%	65%	90%	n/a	82%	98%	Bigger is Better	Red	-	Comment: Delays in producing photo evidence of completed jobs and a build-up of backlog, due to temporary contractor resource issue, has impacted on performance. Action: Additional resources will be allocated to address backlog and lump sum payments withheld until catch up complete. This will ensure performance is back on track for next reporting period. Overall performance for this work is improving.	Amar Dave	CLr Southwood
Percentage of Cat 2 (response time to make safe within 7-28 days) defects repaired on time	48%	46%	43%	n/a	32%	98%	Bigger is Better	Red	-	Comment: The number of Cat 2 defects identified month on month outweighs the contractor resource allocated and therefore a backlog has developed resulting in poor performance since the start of the year, as the contractor struggles to catch up. Action: Additional resources will be allocated in July and August to address the backlog so the contractor is up to date with all outstanding repairs by end of August. We recognise problems in this work and are exploring different methods to provide improvement. We will be piloting "jet patching" from October 2017. This method can repair 10 times more potholes in the same space of time as the current conventional method and, if successful, will form a standard part of our planned programme in 2018/19.	Amar Dave	CLr Southwood
Gulleys regularly cleared	98%	100%	100%	96%	97%	99%	Bigger is Better	Amber	-	Comment: No issues to report of the first quarter period. Monthly performance above annual target. Action: We will however continue to monitor closely to ensure performance remains on track.	Amar Dave	CLr Southwood

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Performance Indicator	16/17 Outturn	Apr-17	May-17	Jun-17	Actual YTD	Forecast YTD	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Parking driver compliance- PCNs issued: Parking contraventions	105,523	8,737	9,456	TBC	18,193	15,983	Contextual		-	Comment: PCN issuance above forecast due to high productivity from Serco CEOs enforcing non-compliant parking.	Amar Dave	CLr Southwood
Parking driver compliance- PCNs issued: CCTV bus lane	10,355	1,003	936	TBC	1,939	1,800	Contextual		-	Comment: Issuance slightly above forecast, reflecting slight increase in non-compliance.	Amar Dave	CLr Southwood
Parking driver compliance- PCNs issued: CCTV moving traffic	72,260	5,635	5,955	TBC	11,590	11,912	Contextual		-	Comment: Issuance slightly below forecast, due to sustained increases in driver compliance at most sites. 10 additional cameras scheduled for installation in 2017/18 to manage moving traffic contraventions.	Amar Dave	CLr Southwood
Parking revenue: Car parks / Off street P&D	£527,223	£49,004	£53,183	TBC	£102,187	£89,000	Bigger is Better	Green	-	Comment: Income currently above forecast, reflecting increasing usage of Council car parks. Salisbury Rd car park scheduled to close later in the year due to development.	Amar Dave	CLr Southwood

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

Community Protection

Performance Indicator	16/17 Outturn	Apr-17	May-17	Jun-17	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
SSL 01 - % of street lighting working as planned	99.94%	99.96%	99.95%	n/a	99.96%	99.95%	Bigger is Better	Green	-	Comment: KPI performance is consistently above target, as street lighting maintenance arrangements continue to work effectively.	Amar Dave	CLr Southwood

Increase the supply of affordable, good quality housing

Housing Supply and Provision

Performance Indicator	16/17 Outturn	Apr-17	May-17	Jun-17	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
HE 38 - Number of Mandatory HMOs licensed	603	-	-	631	631	700 (annual)	Bigger is Better	Green	-		Phil Porter	Clr Farah
HE 48 - Cumulative number of additional and selective dwellings licenced	5,486	-	-	5,618	5,618	8000 (annual)	Bigger is Better	Red	-	Comment: The cabinet have approved the recommendation to extend selective licensing to the rest of Brent. This no needs to be approved be the Secretary of State which we hope to get in Sept. Selective licensing would them be extended in January 18 when we would expect to see an increase in applications.	Phil Porter	Clr Farah
% of properties with a valid gas certificate (BHP)	99.98%	99.96%	100.00%	n/a	100.00%	100%	Bigger is Better	Green	-		Phil Porter	Clr Farah
Average re-let time minor voids in calendar days (BHP)	26.7	26.6	42.00	n/a	33.40	24	Smaller is Better	Red	-	Comment: Performance on voids has been good in terms of the new contractors delivering completed voids to our standard. It has been a steep learning curve for all involved. The contract was let with guidance that they will receive three to four voids per week, however, due to the regeneration of Hereford House 70 properties were decanted in March and April 2017 and we gave them 31 voids in the first week of April. This had an significant impact as the contractors had to increase resources within a very short period. Action: We continue to complete a high volume of voids and the numbers will start to reduce as we move through June 17, so we expect the number of days to start to fall during the first month of quarter two. We have revised the existing process to ensure we can let a high number of properties.	Phil Porter	Clr Farah
Average re-let time major voids in calendar days (BHP)	48	45	60.3	n/a	55	61	Smaller is Better	Green	-		Phil Porter	Clr Farah
Percentage of responsive repairs appointments for Wates Living Space (WLS) that are made and kept (BHP)	96	97	99	n/a	98	99	Smaller is Better	Amber	-		Phil Porter	Clr Farah
Percentage of repairs issued to WLS completed on the first visit (BHP)	93	97	95	n/a	96	92	Smaller is Better	Green	-		Phil Porter	Clr Farah
Percentage of all responsive repairs completed by WLS within target time (BHP)	91	90	98	n/a	94	95	Smaller is Better	Amber	-		Phil Porter	Clr Farah

Ensuring good quality, accessible arts and leisure facilities

Sports and Culture

Performance Indicator	16/17 Outturn	Apr-17	May-17	Jun-17	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
The overall number of wet and dry visits to Brent's sports centres	1,650,306	135,424	146,735	151,631	433,789	426,998	Bigger is Better	Green	-		Phil Porter	CLr Hirani
Number of active borrowers	N/A	36,177	36,005	35,707	35,707	36,381	Bigger is Better	Amber	-	<p>Comment: Q1 is indicating a below target return on active borrowing as certain parts of the action plan have been delayed and will roll over to the next quarter. These include:</p> <ul style="list-style-type: none"> • Delayed response from care homes to arrange outreach visits from home library service – these are now being scheduled in Q2 • Footfall and engagement of new customers in Harlesden Hub lower than projected – this is expected to grow as an outreach co-ordinator is being appointed • Reduced opportunity to engage with students due to disruption and implementation of additional access controls in study period – a partnership strategy is now being developed with schools to reverse the loss of use in this period for Q3 and Q4 <p>NB: this KPI is measured on a rolling twelve month basis and the figure is therefore impacted by borrower retention from the past 12 months as well as recruitment of new borrowers.</p> <p>Action: A marketing outreach plan to contact lapsed borrowers and improve retention is also in place for remaining quarters</p>	Phil Porter	CLr Hirani
Number of engagements through cultural events and programmes at Library at Willesden Green	N/A	7,064	6,351	3,529	16,944	14,193	Bigger is Better	Green	-		Phil Porter	CLr Hirani
Number of online interactions	3,318,556	276,382	271,039	272,111	819,532	800,000	Bigger is Better	Green	-		Phil Porter	CLr Miller

Building community resilience and promoting citizenship

Partnership Working

Performance Indicator	16/17 Outturn	Apr-17	May-17	Jun-17	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Number of people attending Brent Connects forums	846	n/a	n/a	113	113	-	Contextual		-		Peter Gadsdon	Cllr McLennan
Number of people registered as volunteer	1078	n/a	n/a	282	282	-	Contextual		-		Peter Gadsdon	Cllr McLennan
Income to benefit the borough secured by local voluntary groups, with CVS support	£1,804,999	n/a	n/a	£180,000	£180,000	-	Contextual		-		Peter Gadsdon	Cllr McLennan
Number of local voluntary sector groups receiving 1-2-1 advice and guidance from CVS	220	n/a	n/a	48	220	-	Contextual		-		Peter Gadsdon	Cllr McLennan

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

Internal Business

Performance Indicator	16/17 Outturn	Apr-17	May-17	Jun-17	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Percentage of telephone calls answered by BCS	84.05%	71.61%	69.11%	77.60%	72.64%	90%	Bigger is Better	Red	-	Comment: Performance decreased throughout the first 2.5 months of the quarter. A number of factors caused this, including system and resource issues. On 19th June, the BCS Pilot commenced. Early results are positive; calls have reduced and answer rates have increased, so improvements are expected during Q2. Five teams were identified as being below target last quarter: Adult's Social Care, Council Tax, Benefits, FSC and Registration and Nationality. The Finance Service Centre achieved their 90% target this month. The other teams remain below, along with the Environment and Neighbourhood and Welfare Assistance teams. Action: Changes made as part of the pilot are expected to bring improved results to the ASC, Benefits and E&N Teams. Council Tax performance dipped significantly due to the prioritisation of their correspondence backlog. As this has been cleared, improvements are expected during Q2. Registrars improved slightly this quarter.	Althea Loderick	Cllr McLennan
Average customer waiting time in local offices (mins)	23.5	40	36	19	32	30	Smaller is Better	Red	-	Comment: Issues with Online form and systems during April and May prompted more customers to visit the Civic Centre, leading to an increase in Waiting Times. These reduced to 19 minutes in June. Action: The BCS Pilot commenced on June 19th. It is anticipated that these changes will reduce face-to-face demand throughout Q2.	Althea Loderick	Cllr McLennan
Average days taken to process new benefit claims and change events	7.14	4.98	5.72	n/a	5.72	7	Smaller is Better	Green	-	Comment: The Benefit Service aims to maintain upper quartile performance amongst London authorities for Benefits processing (new claims and changes in circumstances). Current Brent performance of 6.69 days YTD would place Brent as sixth best in London based on the most recent statistics available from DWP.	Althea Loderick	Cllr McLennan
Percentage of telephone calls answered through the council's ACD system	84.5%	75.9%	74.3%	76.6%	76%	90%	Bigger is Better	Red	-	Comment: There has been a 10% drop in performance when compared with last quarter. Teams who were below target last quarter and have seen a decrease in performance are outlined as Hotspots below, along with their Q1 performance: Council Tax – 56% (caused by correspondence backlogs that have now been cleared); Benefits – 74% (this is now improving following the launch of a new pilot to accelerate channel shift), Housing Resource Centre – 63%, Children's Services – 69%, BHP – 70%. All teams are being notified of their status.	Althea Loderick	Cllr McLennan

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

Internal Business continued

Performance Indicator	16/17 Outturn	Apr-17	May-17	Jun-17	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Percentage of stage 1 complaints responded to within timescale (Corporate)	90%	94%	85%	87%	91%	100%	Bigger is Better	Red	-	<p>Comment: All Stage 1 complaints includes council-wide and BHP cases. Total cases due for a response increased by 51 cases (18%) from Q4 16/17 to Q1 17/18. In Q1 17/18 91% of the 339 cases due for a response, were completed on time.</p> <p>Action: There has been a drop in BHP performance in Q1 and both BHP and Council performance continues to be tracked on a weekly basis. As we strive to improve timeliness of stage 1 complaints it is important ensure that the quality of response is also good to avoid unnecessary escalation to the second stage.</p>	Peter Gadsdon	Cllr McLennan
Percentage of stage 1 complaints responded to within timescale (Statutory)	93%	100%	100%	92%	97%	100%	Bigger is Better	Amber	-	<p>Comment: Statutory stage 1 responses remain strong with both ASC and CYP largely performing better than the 2016/17 outturn.</p>	Peter Gadsdon	Cllr McLennan
Percentage of stage 2 complaints responded to within timescale (Corporate)	85%	79%	70%	89%	78%	100%	Bigger is Better	Red	-	<p>Comment: All Stage 1 complaints includes council-wide and BHP cases. There was a rise in the number of BHP related stage 2 complaints received. And nearly half of the Stage 2 responses due in Q1 were BHP cases (21 out of 54 Stage 2 cases). Staffing changes and other factors led to a significant drop in the timeliness of Stage 2 cases for BHP.</p> <p>Action: The corporate complaints team continue to work with key leads and senior managers in BHP to address performance in this area.</p>	Peter Gadsdon	Cllr McLennan
Percentage of stage 2 complaints responded to within timescale (Statutory)	57%	100%	100%	50%	75%	100%	Bigger is Better	Red	-	<p>Comment: Statutory stage 2 cases are typically low volume but complex cases. In Q1 17/18, all three ASC statutory cases were completed on time; there was one CYP statutory case, but it was not completed on time.</p> <p>Action: Steps are being taken to improve the timeliness of CYP statutory cases such as looking at opportunities for better working with independent investigators and improving the iCasework system workflow.</p>	Peter Gadsdon	Cllr McLennan
Total number of stage 1 complaints upheld / partially upheld	404	45	61	60	166	-	Contextual		-	<p>Comment: The number of Stage 1 complaints upheld reflects the Council's efforts in taking ownership of complaints at the first stage.</p>	Peter Gadsdon	Cllr McLennan
Total number of stage 1 complaints not upheld	439	51	54	51	156	-	Contextual		-	<p>Comment: This is broadly in line with the past 12 months and remains consistent month by month.</p>	Peter Gadsdon	Cllr McLennan
Total number of decisions made by the ombudsman on complaints investigated	78	1	5	4	10	-	Contextual		-	<p>Comment: The number of Ombudsman decisions made remains low in comparison to the previous financial year.</p>	Peter Gadsdon	Cllr McLennan
Total number of complaints upheld by the ombudsman	20	0	4	1	5	-	Contextual		-	<p>Comment: Number of cases in which the Ombudsman gave an upheld decision accounts for 50% of decisions made. The percentage is higher than the average for the previous year, however the number of cases remains on par.</p>	Peter Gadsdon	Cllr McLennan
Percentage of FOI responded to within 20 working days	96%	94%	99%	92%	95%	90%	Bigger is Better	Green	-	<p>Comment: Achieved a record level of 99% of FOIs on time in May-17 and overall position of 95% on time in Q1. (The ICO's minimum standard is now 90%).</p>	Peter Gadsdon	Cllr McLennan

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

Internal Business continued

Performance Indicator	16/17 Outturn	Apr-17	May-17	Jun-17	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Percentage of members enquiries responded to within 10 days	96%	96%	93%	94%	94%	100%	Bigger is Better	Red	-	Comment: Number of member enquiries responded to on time has dipped slightly over Q1, however this should be put into context with an approximate 20% in volume received this quarter compared to the previous quarter.	Peter Gadsdon	Cllr Butt
Number of SARs (Subject Access Requests) responded to within the statutory 40 days	86%	92%	87%	88%	89%	90%	Bigger is Better	Amber	-	Comment: Volumes have increased, with 36 SARs due for a response in Q1 17/18, compared with 24 requests in Q4 16/17. Action: New resource dedicated to processing SARs and performance expected to reach 90% overall for the year.	Peter Gadsdon	Cllr McLennan

Corporate Health


Internal Business

Performance Indicator	16/17 Outturn	Apr-17	May-17	Jun-17	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Percentages of invoices paid on time	79%	78.7%	81.9%	84.2%	81.6%	90%	Bigger is Better	Red	-	Action: Concerted effort has been made to meet and train service areas on how to raise POs, receipt PO's etc. This exercise is ongoing and is supporting improvements to performance. In addition, the Oracle Improvement Programme is focusing on reviewing business processes, reporting etc which will/should have a positive impact on performance. We believe these actions will result in an improved performance.	Althea Loderick	Clr Miller
Number of deaths registered within 5 days (excluding those referred to the Coroner) (%)	88.8%	90%	87%	88%	88%	95%	Bigger is Better	Red	-	Comment: Our death registration performance compared to national levels is in the top quartile of national register office performance for deaths involving no coroners involvement. Action: When we cannot offer an appointment to customers due to availability we can issue a green form for the burial or cremation to proceed without registration, we aim to book an appointment for our customers to return within the 5 days KPI target, on occasion the customers cancel appointments and rebook.	Althea Loderick	Clr Miller

Digital Services

Performance Indicator	16/17 Outturn	Apr-17	May-17	Jun-17	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Digital Services: Percentage of calls resolved within SLA timescales	78.94%	-	-	86.62%	86.62%	80%	Bigger is Better	Green	-		Althea Loderick	Clr Miller
Digital Services: Net Promoter Score	66.2	-	-	72.2	72.2	20	Bigger is Better	Green	-		Althea Loderick	Clr Miller

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 <p>Brent</p>	<p style="text-align: center;">Cabinet 14 August 2017</p> <p style="text-align: center;">Report from the Strategic Director of Community and Wellbeing</p>
<p>For Action Wards Affected: [ALL]</p>	
<p style="text-align: center;">Authority to Tender a Contract for an Integrated Treatment Recovery Wellbeing and Substance Misuse Service</p>	

1.0 Summary

- 1.1 The responsibility for commissioning substance misuse transferred from Primary Care Trusts to local authorities on 1st April 2013.
- 1.2 On 1st March 2017 authority was given by Phil Porter, Strategic Director for Community and Wellbeing to extend the substance misuse contracts by one year commencing 1st April 2017 to allow for the service re-design, market consultation and retendering processes and to allow public health commissioning leads to develop a new integrated service. The extension of the substance misuse contracts enabled £215,000 savings to be made.
- 1.3 There are currently 6 substance misuse contracts to be retendered into a single contract.
- 1.4 This report is seeking approval to commence the procurement in accordance with Contract Standing Orders 88 and 89 of an Integrated Treatment Recovery and Wellbeing and Substance Misuse Service that continues to place a focus on treatment and recovery but also emphasises cost efficient attention to health and wellbeing particularly for those who are on long term secondary prescribing for opiate misuse.

2.0 Recommendations

For Cabinet:

- 2.1 To approve the preferred commissioning option as set out in Section 5 of this report
- 2.2 To approve inviting tenders for the new Integrated Treatment Recovery and Wellbeing and Substance Misuse Service on the basis of the pre tender considerations set out in paragraph 5.5 of this report

2.3 To give approval to Council officers to evaluate the tenders referred to in 2.2 above on the basis of the evaluation criteria set out in paragraph 5.5 of this report.

2.4 To delegate to the Strategic Director, Community and Wellbeing the authority to award for the Integrated Treatment Recovery Wellbeing and Substance Misuse Service in consultation with the Cabinet Member for Community Wellbeing following a compliant procurement process.

3.0 Detail

3.1 Brent Council Public Health retendered all its substance misuse services in 2014 and the new contracts for the Community Clinical Prescribing, Structured Day Care and Care Planned Services and Brent Outreach and Engagement, Criminal Justice Integrated, Treatment and Recovery and Young People Integrated Services were awarded on a two plus one plus one basis commencing 1st April 2017. The commissioning of substance misuse services is linked to the following Public Health Outcome Frameworks 2013-17;

- a) Successful completion of drug treatment
- b) People entering prison with substance dependence issues who were previously not known to community treatment services
- c) Alcohol related admissions to hospital

3.2 There are currently 6 substance misuse contracts held by the following providers;

1. Community Clinical Prescribing Service provided by Central and North West London (CNWL) NHS Foundation Trust
2. Structured Day Care and Care Planned Services provided by CNWL NHS Foundation Trust
3. Brent Outreach and Engagement provided by Change Grow Live (CGL)
4. Criminal Justice Integrated Services provided by Westminster Drugs Project (WDP)
5. Treatment and Recovery provided by Addaction
6. Young People Integrated Services provided by Addaction

3.3 The combined budget available for this procurement for contracted services is £3.8m pa which represents a 10% efficiency against this budget area. The current annual values for the current contracts are as follows:

- Community Clinical Prescribing Service £1,846k
- Structured Day Care and Care Planned Counselling Services £256k
- Brent Outreach and Engagement Service £516k
- Criminal Justice Integrated Services £614k
- Treatment and Recovery Services £516k
- Young Peoples Integrated Services £393k.

3.4 Public Health is confident that a saving of 10% can be achieved by developing a bringing the current contracts together into a single contract and re-designing the service.

- 3.4** The financial allocations for certain elements which are not to be within the new integrated service are to be covered by the funding set aside for the spot purchasing of in-patient detoxification, residential rehabilitation services and GP prescribing costs via the Clinical Commissioning Group.
- 3.5** The service to be procure will lead on the delivery of the new national drug strategy. This will retain a focus on reducing drug related deaths, building on treatment and recovery capital and improving outcomes in relation to securing housing, employment, training and education. The service will provide a range of interventions in line with the 2017 Drug Strategy and NICE Guidelines to provide a range of interventions which are not only clinically safe but promote wider public health issues such as tackling blood born viruses (in particular hep b, hep c), opt out HIV testing and TB screening and working to reduce the number of drug related deaths and premature mortality for those who problematically (mis)use alcohol.
- 3.6** There are six key areas which are the cornerstones of a successful treatment and recovery system which the commissioned service will be required to deliver from 31st March 2018. These include:
- Clinical prescribing including relapse prevention
 - Treatment and Recovery
 - Structured day programme (both abstinence based and those seeking to be abstinent)
 - Outreach and engagement
 - Care Planned Counselling
 - Criminal Justice Interventions
- 3.7** Brent has a well-developed treatment system which is recovery focused but also addresses the health and social care needs of those receiving secondary prescribing (where people are prescribed methadone as substitute for heroin). The National Drug Treatment Monitoring System (NDTMS) which is used nationally to measure performance and outcomes for drug and alcohol treatment showed that in 2016/17 there were 1729 local residents engaged in structured treatment interventions for problematic substance misuse, broken down as follows:
- 384 local residents who were primary alcohol users
 - 298 local residents who were using Alcohol and non-opiate (crack and cannabis) users
 - 201 local residents who were primary crack users with some cannabis use (referred to as non-opiate users)
 - 679 local residents who were primary opiate users
 - 167 Young People who used a range of services mainly for alcohol and cannabis
- 3.8** Engagement with substance misuse services is not statutory unless there is a requirement to attend via the criminal justice system or in certain child protection cases where there is an Order placed on parents to access treatment. The new service will be required to demonstrate how the service lead and the staff team employed will be more pro-active in engaging with vulnerable residents, regardless of age, to support interventions with a positive outcome on key areas such as involvement in gangs, violence towards women and girls, reoffending including youth offending, substance misuse related criminal and anti-social behaviour and a refreshed approach to supporting the operational delivery of the Working with Families Programme.

3.9 A key priority for the new service will be to reduce drug related deaths, Brent has an aging cohort of heroin users, many of whom started to use heroin in the 1980's and 1990's and who are now starting to experience the cumulative impact on their physical and mental health, which makes this cohort particularly susceptible to overdose. Similarly there is an ageing cohort of problematic users of alcohol. Key actions for the new service will be to;

- Ensure that complex needs are met through co-ordinating whole system approaches
- Maintain the provision of evidence based, high quality drug treatment and other effective interventions
- Maintain the personalised and balanced approach to drug treatment and recovery support
- Reflection on the practice used to ensure that risk is understood and there is no poor practice to increase risk.

Public Health England (PHE) have made a number a number of recommendations to ensure that the risk of drug related deaths is maintained through the following principles:

- Drug Treatment protects people from the harm of drug use including early death
- Local areas need to ensure that drug treatment is accessible, especially for those who may be harder to reach.
- Older heroin users have increasingly complex and social issues that need co-ordinated approaches.

3.10 To improve continuity across treatment interventions and to address the wider public health needs of a diverse population Brent Council Public Health is planning to unify the various modalities of intervention so that front line practitioners will be able to develop a wider range of skills and to provide flexibility in order to ensure that resources can be shifted to where there is most demand and need. The current model of service provision in Brent comprises a very developed and successful model of NHS and third sector provision but it is currently the case that over 50% of current investment is in clinical services where there is little movement towards recovery (less than 10% of people go onto complete recovery programmes).

3.11 Brent is currently in the top quartile of local authorities for successful completion of treatment and recovery programmes. The Council also has a duty of care to the cohort of people who are engaged in secondary prescribing i.e. for whom harm minimisation rather than completion of treatment and recovery is the primary aim of services However, Brent public health and service users have identified a need to move away from the current disproportionate investment in clinical services

4.0 Context

4.1 Performance against national and local targets is strong and generally better than the national average for key areas including successful completions, re-presentations to treatment and numbers retained within the treatment system. The Qtr. 4 Diagnostic Outcomes Monitoring Executive (DOMES) summary for 2016/17 shows that in the last year successful completions for those who were using opiates was 76 (11.2%)

up from 47 (6.8%) in 2015/16, Completions for non-opiates users was 80 (39.8%), up from 68 (35.2%), Completions for alcohol misusers numbers was 162 (42%), up from 153 (38.3%) in 2015/16 and for alcohol and non-opiates was 116 (38.95), up from 91 (33.1%) in 2015/16.

- 4.2 Contract management has focused on reducing re-presentations (those who come back into the treatment system within six months) and numbers have reduced from 2015/16, in total 15 people came back into the treatment system in 2016/17 compared to 20 people in 2015/16.
- 4.3 Retention rates, the proportion in treatment for over 12 weeks and the numbers who have completed treatment have also increased. For opiate use the retention rate is 97.4% up from 95.3 %in 2015/16 (National Average 94.7%). For non-opiates the retention rate is 94% up from 92% in 2015/16 (National Average 86.3%). And for alcohol the retention rate is 97.3% up from 92.6% in 2015/16 (National Average 87%).
- 4.4 There were no waiting times recorded for treatment in 2016/17 with the exception of alcohol where one person waited more than the national 3 week targets against 1729 entering the treatment system.

Areas for improvement

- 4.5 It is the view of the Council's Public Health officers that there is always scope to improve performance and one particular area is penetration rates. Locally. This is the proportion of the estimated numbers of people with substance use problems who are in contact with services. The estimated proportion of those people in Brent who are dependent on opiates and or crack cocaine who are in treatment is 42.5% (confidence intervals 34.9% to 55.8%) against a national rate of 50% (confidence intervals 49.4% to 51.3%).
- 4.6 The new service will also be required to include a significant offer for treatment and recovery pathways which provide links to employment, education, and training as well as supporting local people to secure accommodation (often referred to as Recovery Capital).
- 4.7 The 2016/17 NDTMS Adult Quarterly Activity Partnership Report indicated that across the treatment sector, Clients with no record of completing a course of Hepatitis B (HPV) vaccinations as a proportion of eligible clients in treatment at the end of the reporting period, was 75% (against a national figure of 71%) and for new presentations was 93.7% (against a national figure of 89%). For Hepatitis C (HCV) these figures are significantly lower with 11.6% of clients with no recorded test of Hepatitis C (against a national figure of 17.3%) and for new presentations 26.3% with no recorded test of Hepatitis C (against a national figure of 27.6%).
- 4.7 Performance on screening for and vaccinating for Blood Born Viruses needs to improve. Performance locally is around national averages. However Brent public health officers believe that national average performance is too low. Bringing the current work undertaken across the six current contracts into a single service should enable the new service to establish a single clinical lead and a coherent approach for BBVs
- 4.8 There are currently 6 contracts that need to be managed on a monthly/bi monthly basis with significant transaction costs to the small Council public health team.

Management of a single contract will allow a greater focus on prevention and early intervention.

Service user Involvement

- 4.9** A service design workshop was held on 20th June 2017 with B3 (the Service User Council for drugs and alcohol). This was attended by 30 local residents who were at various stages of their treatment and recovery. While service users have been and remain very supportive of the current services, a number of issues were raised including links with employment services notably Job Centre Plus; improved communication between providers and better co-ordinated pathways; opportunities for those in long term prescribing to enter recovery and a more developed understanding of the role of B3 and services users in developing aftercare pathways to abstinence based recovery. Services users also proposed that services should make more effective use of social media and apps. All these issues have been addressed in the service specification and evaluation criteria.
- 4.10** The new Integrated Treatment Recovery Wellbeing and Substance Misuse Service will include all the modalities of the current treatment system but will refocus on the imbalance between clinical services and treatment recovery services so that the service will have a more efficiently delivered “health and wellbeing” component which will primarily focus on clinical prescribing, clinical assessment, opt out HIV testing and screening for / vaccination against Blood Born Viruses working alongside a treatment and recovery model aimed at supporting people through to abstinence based recovery pathways.

5.0 Options

- 5.1** Option 1: This is the preferred option. An Integrated Community Substance Misuse Service will be commissioned with a lead provider working as part of an operational partnership or consortium who will provide clinical prescribing and BBV services, outreach and engagement, criminal justice, treatment and recovery, care planned counselling, and structured day programme services. This is the option favoured by B3 service users.
- 5.2** Option 2: Direct Service Delivery by the Council. There is no rationale for the council providing the service directly, as the relevant skills lie within the health and voluntary sector and the Council lack the clinical infrastructure / registration to allow it to provide clinical services (e.g. medicines management)
- 5.3** Option 3: Joint commissioning with CCG. This could facilitate commissioning for dual diagnosis. However this would require the development of joint commissioning arrangements which would not allow the Council to implement the new service model and realise 10% savings for 18/19.
- 5.4** Option 4: Joint commissioning with another neighbouring local authority(ies). Our neighbouring authorities have very different patterns of drug use (as assessed by PHE) and their contracting cycles would preclude Brent implementing our desired new service model and realising savings for 18/19
- 5.5** Option 5: Decommissioning. While drug and alcohol services are a non-mandated public health service, decommissioning would leave local residents (of whom 1752 accessed the service in 16/17) without access to treatment and recovery with the

consequent pressure on primary care, A&E, the criminal justice system and social care and housing services.

- 5.6** In accordance with Contract Standing Orders 88 and 89, pre tender considerations for Option 1 have been set out below for the approval of the cabinet.

Ref.	Requirement	Response	
(i)	The nature of the service.	Delivering the Integrated Substance Misuse Service	
(ii)	The estimated value.	£3.8 annually; projected total estimated value over 6 years = 22,800,000	
(iii)	The contract term.	4 year contract with the option to extend annually for a further two years	
(iv)	The tender procedure to be adopted.	The Procurement route to be followed will be Competitive Procedure with Negotiation and will require an OJEU Publication in line with the Public Contract Regulations 2015 – this will allow the Council the opportunity to negotiate on the service delivery, financial model and contractual terms should they require	
v)	The procurement timetable.	Indicative dates are:	
		OJEU Notice, Selection Questionnaire (SQ) and ITPN	05/09/2017
		Deadline for SQ and ITPN	05/10/2017
		SQ Evaluation and shortlisting to 5 providers	21/09/2017 – 25/09/2017
		ITPN evaluation and shortlist to 3 bidders	18/10/2017 – 02/11/2017
		Negotiation phase (the council reserves the right to negotiate if required)	14/11/2017 – 29/11/2017
		Call for Final Tenders	04/12/2017
		Evaluation of final tenders	11/12/2017 – 16/12/2017
		Report recommending Contract award circulated internally for comment	20/12/2017 – 05/01/2018

Ref.	Requirement	Response	
		Award Contract	26/01/2018
		Contract Mobilisation	27/01/2018 – 31/03/2018
		Contract start date	01/04/2018
(vi)	The evaluation criteria and process.	<p>1. At selection stage shortlists are to be drawn up in accordance with the Council's Contract Procurement and Management Guidelines by the use of a selection questionnaire to identify organisations meeting the Council's financial standing requirements, technical capacity and technical expertise.</p> <p>2. At tender evaluation stage, the panel will evaluate the tenders against the following criteria:</p> <p>Quality: 40% delivery of service</p> <ul style="list-style-type: none"> • Service Delivery • Clinical Governance • Contribution to Council Wide Priorities • Recovery capital and social determinants of Health • Flexibility and Innovation • Mobilisation and Transitional Period <p>Social Value 10%</p> <p>Price: 50%</p>	
(vii)	Any business risks associated with entering the contract.	Financial Services and Legal Services have been consulted concerning this contract and have identified the risks associated with entering into this contract set out sections 6 and 7 of the report.]	
(viii)	The Council's Best Value duties.	The adoption of a competitive tendering process will ensure the council achieves best value for money from this tender.	
(ix)	Consideration of Public Services (Social Value) Act 2012	See Section 10 below. In accordance with the social value policy 10% of the overall marks will be awarded for social value benefits	
(x)	Any staffing implications, including TUPE and pensions.	See section 9 below.	
(xi)	The relevant financial, legal and other considerations.	See sections 6 and 7 below.	

5.7 Experience of procurement of public health services has shown that allowing a negotiation phase, as per the above timetable, has produced significant improvements in price and quality over bidders' first submissions. In order to allow sufficient time for robust negotiation and for the new contract to go live from 1/4/18, Cabinet is asked to delegate to the Strategic Director, Community and Wellbeing the authority to award the contract in consultation with the Cabinet Member for Community Wellbeing

6.0 Financial Implications

6.1 The estimated value of this contract is £3,800,000 annually (4 year contract with a further option to extend for a further two years) with a start date of 1.04.18 the combined budget available for this procurement is £22,800,000.

6.2 It is anticipated that the cost of this contract will be funded from the public health budget of 3.8m. This amount already includes a 10% efficiency target set against this budget area. It is anticipated that these efficiencies can be found as a result of going for a single Integrated Community Substance Misuse Contract. This would be delivered by having a lower ceiling price which would be needed to be confirmed during this procurement

7.0 Legal Implications

7.1 Public Health services are classed under the Public Contract Regulations 2015 ("the EU Regulations") as a Schedule 3 service and as such are not subject to the full application of the EU Regulations, rather the services will be subject to the 'light touch regime' thereunder. The current EU threshold for Schedule 3 services is £589,148. As the estimated value of the proposed contract is likely to be in excess of the threshold and therefore deemed a High Value Contract under Brent Contract Standing Orders ("CSOs"), Officers are required to advertise the service requirement in the Official Journal of the European Union ("OJEU") and follow the applicable rules for tendering and selection under the EU Regulations. Accordingly, regulation 76 (7) of the EU Regulations permits contracting authorities to apply any one of the set procedures for tendering (with or without variations), on this basis officers have elected to utilise the Competitive Procedure with Negotiation.

7.2 It is proposed to use one of the new processes (introduced by the EU Regulations) Competitive Procedure with Negotiation throughout the tendering exercise which, Officers assure will ensure good quality services are procured at a competitive price. However, officers must ensure that in using this procedure they draw up a specification stating the council's service requirements which, sets out which parts of those requirements are minimum requirements that all prospective tenderers are obliged to meet to enable participation in any negotiation process subsequent to officers receiving initial tender bids. In addition, by using this process, the council must specify the contract award criteria (including any weightings) and provide sufficiently precise information to enable prospective tenderers to identify the nature and scope of the procurement so as to enable them to decide on whether or not to request to participate in the tender exercise.

- 7.3** For High Value Contracts, the Cabinet must approve the pre-tender considerations set out in the table at paragraph 5.5 above (CSO 89) and the inviting of tender (CSOs 88).
- 7.4** Moreover, officers are seeking Member approval to grant delegated authority to the Strategic Director, Community Wellbeing (in consultation with the Lead Cabinet Portfolio member), to enter into the proposed Integrated Treatment Recovery Wellbeing and Substance Misuse Service. Members are empowered under the Constitution to grant such delegations and Officers have set out the reasons behind requesting such delegations within the body of this report.
- 7.5** As this procurement is subject to competition in the OJEU, the Council must observe the requirements of the mandatory minimum 10 calendar standstill period imposed by the EU Regulations before the proposed contract can be awarded. The requirements include notifying all tenderers in writing of the Council's decision to award and providing additional debrief information to unsuccessful tenderers on receipt of a written request. The standstill period provides unsuccessful tenderers with an opportunity to challenge the Council's award decision if such challenge is justifiable. However if no challenge or successful challenge is brought during the period, at the end of the standstill period the Council can issue a letter of acceptance to the successful tenderer and the contract mobilisation may commence.

8.0 Equalities Implications

- 8.1** The proposals in this report have been subject to screening and officers believe that there are no equalities implications.

9.0 Staffing/Accommodation Implications (if appropriate)

- 9.1** This service is currently provided by external contractors/service providers and there are no implications for Council staff arising from retendering the contract. The Transfer of Undertakings (Protection of Employment) Regulations 2006 (as amended) ("TUPE") is likely to apply where there is a service provision change in the service contractor. Should TUPE be applicable the Council will act as a conduit of information between the outgoing and incoming providers so as to help ensure a smooth and seamless transition of the services.

10.0 Public Services (Social Value) Act 2012]

- 10.1** Since 31st January 2013 the council, (in common with all public authorities subject to the EU Regulations), has been under a duty pursuant to the Public Services (Social Value) Act 2012 to consider how the services being procured might improve the economic, social and environmental well-being of its area; and how, in conducting the procurement process, the Council might act with a view to securing that improvement, and whether the council should undertake consultation. This duty applies to the procurement of the proposed contract as the light touch regime over the threshold for application of the EU Regulations are subject to the requirements of the Public Services (Social Value) Act 2012. In accordance with the council's Social Value Policy, 10% of the award criteria will be reserved for social value considerations to be contained in the tender documentation.

11.0 Background Papers

11.1 None.

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PHIL PORTER
Strategic Director of Community and Wellbeing

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Cabinet
14 August 2017

Report from the Strategic Director of Community Wellbeing

For Action/Information

Wards Affected:
ALL

Authority to Award, Care and Support Contract for Mental Health Supported Living Schemes

Appendix 1 is "Not for Publication"

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

1. Summary

- 1.1. In accordance with Contract Standing Orders 88 and 89, this report seeks Cabinet authority to award 2 Accommodation plus contracts for a period of 4+1 years. These contracts will be for two Mental Health Supported Living Schemes at Park Avenue North and Forty Lane. There is also one more scheme at Prout Grove which does not meet the financial threshold to be heard at Cabinet.
- 1.2. This report summarises the process undertaken in tendering these contracts, and provides recommendations of the organisations the contracts should be awarded to as determined through the completion of the evaluation of the tenders.

2. Recommendations

- 2.1. That Cabinet award the contract for the Mental Health Supported Living Scheme at Park Avenue North to Equinox Care for a period of 4 years with an option to extend for a further 1 year. (4+1).
- 2.2. That Cabinet award the contract for the Mental Health Supported Living Scheme at Forty Lane to Look Ahead for a period of 4 years with an option to extend for a further 1 year. (4+1).

3. Background and Service Requirements

- 3.1. Officers have worked proactively with the market and colleagues in mental health (CNWL who manage the Council Social Care activities with residents experiencing mental ill health) to procure new accommodation for independent living services (NAIL). This included Mental Health Supported Living Services referred to in this report. Officers identify and designed new models of care and support, which will meet the borough's existing and future needs.
- 3.2. The new contracts support the key vision set out in the Brent Market Position Statement, which is to increase provision of tenanted models of care and support by providing an alternative to residential care. Thus moving away from the 'traditional' residential care model enabling residents to build on their skills and abilities to live a more independent life.
- 3.3. The mental health supported living schemes will allow tenants who have experienced mental ill health to access a flexible level of care and support which responds to their changing needs and ensures they maintain as much independence as is practical. The schemes at Park Avenue North and Forty Lane are newly refurbished accommodation, within the community and have a range of improved facilities such as en-suite facilities, communal spaces to support social interactions and a sense of community.
- 3.4. In addition to this we have a scheme at Prout Grove which will add to our cluster of supported living schemes for the mental health cohort. The contract value for the Prout Grove scheme does not meet the threshold to be heard at cabinet however it is part of the first tranche of mental health schemes developed by the NAIL project which demonstrates the ability to deliver schemes that are cost effective and offer choice to the service user

These schemes will deliver support which builds on tenant's strengths and abilities whilst delivering support that is tailored to individuals varying needs. The scheme will ensure that there is enough staff time available to pick up any signs or triggers if tenants are deteriorating or there is a fluctuation in their needs.

- 3.5. These will be the first mental health schemes developed by the NAIL project and have been designed to provide tenants with the opportunity to recover and flourish in their home without any thoughts of being asked to move into the next stage accommodation. Tenants will only move if their needs change significantly or they become ready for more independent accommodation such as a home of their own.
- 3.6. The schemes are located in residential areas with away from areas of high drug use as experience has shown us that this group is particularly vulnerable

to exploitation by drug dealers and other criminal elements to either sell them illegal substances or use their accommodation for dealing and other illegal activities.

- 3.7. Each Scheme will focus on different levels of need and promote a community that offers peer support within the accommodation while having access to on site staff.
- 3.8. Park Avenue North contains 8 units with en-suite bathrooms and two communal areas that will house offer tenants with high support needs the opportunity to have a small flat of their own with 24 hour support staff on site. Staff will work with tenants to build on their of skills and abilities and closely monitor and support their mental health working with other professionals to ensure their needs are met and any changes in the mental health is responded to in a timely and appropriate fashion. This will prevent costly readmissions to acute hospital care and the associated deterioration in tenants' ability to return to more independent life when discharged. The service will be available 24 hours a day, 365 days of the year and will principally be delivered at the scheme but may be delivered in the community as dictated by the tenants needs.
- 3.9. Forty Lane contains 11 units with en-suite and two communal areas that will house tenants who require low levels of daily support. This was identified as a gap in provision when officers were undertaking a review of all residents supported in various accommodation options funded by Adult Social Care. This group would struggle to live in 'general needs' accommodation without risk of relapse but do not require a 24 hour service due to their level of independence.
- 3.10. Therefore this scheme will meet the gap between general needs with some support programmed over a week and a 24 hour service. Staff will work with tenants on an individual basis by responding to their assessed needs and also offer a twice daily presence in the scheme to identify an issues or situations that need to be proactively responded to. Experience from providers suggest that there are two key points in a day where having a staff presence reduces incidents or crisis and ensures tenants are supported to undertake community activities such as volunteering, education, employment and other meaningful uses of their time. These occur in the morning and evenings when people return from their day, rather than the day time service currently provided, where the staff member is often alone in the accommodation for large parts of the day.
- 3.11. These supported living schemes will use support hours that will consist of core and assessed hours. Core hours will be the hours that officers deem will be needed to deliver support safely with in the scheme. There will then be the option of assessed hours to top up staffing hours depending on the tenants

needs and support plans. This allows support to be tailored to the individual as required, but also means whenever tenants needs fluctuate, there is support available from the same support staff and therefore have continuity of care.

- 3.12. The properties at Park Avenue North and Forty Lanes have been developed in partnership with local landlords who have been working with officers to develop their accommodation to meet the specification of the NAIL projects. These properties have been developed to a very high standard and will be leased from the landlord.
- 3.13. It must be noted that if we are unable to award these contracts the council is at risk of incurring a number of costs that include the cost of not accommodating the perspective tenants and the rents associated with these properties as we are leasing these properties from a local landlord.
- 3.14. As thing currently stand we have not completed on the property at Forty Lane as the Legal teams at the council and the landlord are currently in discussion lease the lease, we believe this will be resolved by the time this report is heard at cabinet.

4. The Tender and Evaluation process

- 4.1. Tenders were requested from providers on Lot 4.1 of the Accommodation Plus Dynamic Purchasing System ("DPS") on the 19 June 2017 for the provision of the Mental Health supported living schemes. There were a number of responses received from the bidders detailed in Appendix 1, these bids were robustly evaluated on cost and quality. Officers evaluated tenders via the DPS online function which limits errors and offers a full audit history
- 4.2. The evaluation of the quality element of the bid enabled Officers to satisfy themselves as to the ability of the bidder to provide the proposed service. A copy of the bidder's scoring is attached as Appendix 2 and it will be noted that Look Ahead Housing and Care scored 91.76% for the Forty Lane scheme and Equinox Care scored 89.76% which were the winning bid in a very competitive tender.
- 4.3. With regard to pricing, Officers compared pricing with other bids in the tender and also checked the bidder's price with other pricing information available for similar provision and concluded that the bidders' pricing was competitive.
- 4.4. Having satisfied themselves as to quality and cost elements of the bid, Officer therefore recommend that the contract for Park Avenue North be awarded to Equinox Care and the contract for Forty Lane to Look Ahead House and Care

5. Financial Implications

- 5.1. The cost of the proposed Forty Lane contract will be £114k pa and £212k for Park Ave North. Both contract costs are inclusive of the core daily service and specific assessed hours per individual.
- 5.2. As stated above, these contracts represent a more cost effective care model than traditional mental health care settings due to costs partially being offset by tenants housing benefit income. Tenants therefore move from or can be diverted from more restrictive and costly care home provision to supported living provision, which will generate savings for the Council.
- 5.3. These two schemes will jointly contribute savings of £325k pa towards the Councils NAIL program.
- 5.4. The cost of these contracts is inclusive of London Living Wage.

6. Legal Implications

- 6.1. The estimated value over the lifetime of Park Avenue North and Forty Lane contracts is detailed in the paragraph 6.2 and 6.3. The estimated value for the contract in respect of Park Avenue North is in excess of the EU threshold for Schedule 3 Services under the Public Procurement Regulations 2015 (the “EU Regulations”). Consequently, the award of this contract is governed by the EU Regulations. The award of both contracts is subject to the Council’s own Standing Orders in respect of High Value contracts and Financial Regulations and as such Cabinet approval is required to award the contracts.
- 6.2. Whilst there is no strict legal requirement for the Council to observe a minimum 10 calendar day standstill period between the tenderer(s) being notified of the contract award decision and the actual award of the contract, such period is recommended in order to protect against possible post-contractual ineffectiveness claims. Therefore once the Cabinet has determined whether to award contracts the tenderer(s) will be issued with written notification of the contract award decision and a minimum 10 calendar day standstill period will then be observed before the contract is awarded.

7. Equality Implications

- 7.1. The proposed contract will require the provider to deliver services which:
 - Address the needs of young black men who are over represented in this resident group. By providing training, identifying long term factors

that stand in the way of residents making a good recovery and building the resilience to remain well for longer.

- Ensure staff have appropriate training in areas that will raise their awareness of issues faced by vulnerable people from different ethnic backgrounds
- The provider will ensure that the staff group have appropriate support to raise and address the complex issues that face adults recovering from mental ill health.

7.2. The provider will be monitored to ensure they are complying with these requirements through checking of their records, regular review of services provided to individual service users where feedback will be sought from service users, quarterly monitoring meetings and provision of quarterly performance information to the Council

7.3. In view of the fact that this procurement represents a change to the model of service delivery for some service users, it is necessary for the Cabinet, as decision-making body, to consider the equalities implications, which are contained within the Equalities Impact Assessment in Appendix 3. In accordance with the Equality Act 2010 officers believe that there are no adverse diversity implications and in fact the impact should be positive as this is less restrictive than alternatives and will allow tenants to build on their independence.

8. Public Services (Social Value) Act 2012

9.1 The Council at the pre-procurement stage of these contracts considered the requirements of the Public Services (Social Value) Act 2012, i.e. how the services to be procured may improve the economic, social and environmental well-being of Brent. The services under this proposed contracts have as their primary aim, the improvement of the social wellbeing of one of the most vulnerable groups in Brent.

9. Staffing & Accommodation Implications

9.1. The proposed contract award for Park Avenue North and Forty Lane Mental Health Supported Living Schemes do not have any implications for council staff as they are both new schemes. Also, it is not considered that there are any TUPE implications for either scheme.

Contract Officer

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

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APPENDIX 2 -TENDER EVALUATION GRID

Bidders were asked a series of questions which covered key areas of service delivery with weightings attached to each question.

APPENDIX 2 – QUALITY TENDER EVALUATION GRID

Mental Health Supported Living Schemes

Park Avenue North

		BIDDER WEIGHTED SCORE				
		Weighting of 40%	A1	A2	A3	A4
1.	Please outline how your organisation will deliver the service outcomes and the experience you have in delivering services for people with mental health support needs	9%	317	3.08	2.33	3.08
2.	What are your organisations policy and procedure on the administering of medication in supported living schemes and how would your organisation implement this in Brent schemes	8%	317	3.00	2.67	3.25
3.	There will be times in the scheme(s) where we believe tenants may struggle to keep their living spaces clean and tidy and neglect their personal care	7%	3.00	3.33	2.00	3.08
4.	Please give an outline of how your organisation promotes choice in vulnerable people and how you support this group to maintain their autonomy and independence where possible.	7%	2.83	2.67	2.50	3.33
5.	Describe how you will develop clear focussed support plans which will take into account the diverse community of Brent that	6%	3.00	2.83	2.67	3.08

will support individuals from Black and Minority Ethnic Community backgrounds, achieve positive outcomes from the service					
6. Please describe how your organisations Safeguarding policy will be implemented in the service to keep tenants safe and how will you organisation manage risk across the four schemes.	7%	2.83	2.67	3.08	3.25
7. Please outline how your organisation will provide care and support over a 24 hour period, for tenants who require support with their mental health using a combination of Core and Assessed hours	6%	3.00	2.83	2.75	3.08
8. Please describe your organisations policy and procedure on staff training, supervisions and appraisal. How does this link to the support provided to tenants?	5%	3.00	3.33	2.83	3.33
9. From your experience, please provide three key examples of how you have delivered one or more of the following Social Value benefits	5%	3.00	3.17	2.75	3.08
Total	40%	27.00	26.92	23.58	28.08

APPENDIX 2 -TENDER EVALUATION GRID

Bidders were asked a series of questions which covered key areas of service delivery with weightings attached to each question.

APPENDIX 2 part 2 – QUALITY TENDER EVALUATION GRID

Mental Health Supported Living Schemes

Forty Lane

		BIDDER WEIGHTED SCORE				
		Weighting of 40%	A1	A2	A3	A4
1.	Please outline how your organisation will deliver the service outcomes and the experience you have in delivering services for people with mental health support needs	9%	317	3.08	2.33	3.08
2.	What are your organisations policy and procedure on the administering of medication in supported living schemes and how would your organisation implement this in Brent schemes	8%	317	3.00	2.67	3.25
3.	There will be times in the scheme(s) where we believe tenants may struggle to keep their living spaces clean and tidy and neglect their personal care	7%	3.00	3.33	2.00	3.08
4.	Please give an outline of how your organisation promotes choice in vulnerable people and how you support this group to	7%	2.83			

maintain their autonomy and independence where possible.			2.67	2.50	3.33
5. Describe how you will develop clear focussed support plans which will take into account the diverse community of Brent that will support individuals from Black and Minority Ethnic Community backgrounds, achieve positive outcomes from the service	6%	3.00	2.83	2.67	3.08
6. Please describe how your organisations Safeguarding policy will be implemented in the service to keep tenants safe and how will you organisation manage risk across the four schemes.	7%	2.83	2.67	3.50	3.25
7. Please detail how your organisation will support tenants take part in community activities and engage in education, training and employment opportunities.	6%	3.17	2.75	3.50	3.50
8. Please describe your organisations policy and procedure on staff training, supervisions and appraisal. How does this link to the support provided to tenants?	5%	3.00	3.33	2.83	3.33
9. From your experience, please provide three key examples of how you have delivered one or more of the following Social Value benefits	5%	3.00	3.17	2.75	3.08
Total	40%	26.83	27.17	23.67	28.58

PART 2B – WEIGHTED COST/ QUALITY SCORES AND BIDDER RANKING

As stated within the ITT evaluation methodology, the quality scores for the quality element were added to the costs scores with the latter being rounded up or down

Mental Health Supported Living

Service	Bidder Ref	Quality score (out of 60%)	Cost score (out of 40%)	TOTAL SCORE	RANK
Park Avenue North	A1	27.00%	%	84.16%	3
	A2	26.92%	%	86.17%	2
	A3	23.58%	%	83.18%	4
	A4	28.08%	%	86.80%	1
Forty Lane	A1	45.12%	39.79%	84.91%	1

	A2	44.73%	38.48%	83.21%	3
	A3	38.95%	40.00%	78.95%	4
	A4	45.00%	39.40%	84.40%	2

**APPENDIX 3:
Brent Council Equality Analysis Form –**

Equality Analysis- New Accommodation for Independent Living (NAIL)

Mental Health

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 New Accommodation for Independent Living (NAIL) project aims to deliver alternatives to residential and nursing care in tenanted accommodation which ensures that individuals' needs are met and giving people more independence, choice and control over where they live and how they receive care.

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.

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.

The table below shows the four main client categories under which Adult Social Care (ASC) clients living in residential care homes may be receiving support, and number of units were planned to be developed in the first tranche of developments until March 2017 for each of these categories of service user. As the mix of units has planned until March 2017, it was agreed that the further decisions would be made on basis of the demographic of clients remaining in residential care at that time (2014) Analysis of number of people receiving accommodation and support in 2017 suggest that figures from 2014 were underestimated.

Client Group	Total clients in residential care (2014)	Total Number of clients receiving accommodation and care in 2017	Planned number of units delivered by NAIL project by March 2017
Learning Disability 18-64	220	271	62
Mental Health	46	106	22
Older People's Services	407	550	93
Physical Disability 18-64	23	44	22
Grand Total	696	971	200

This analysis focuses on the delivery of the supported living accommodation for people with mental health needs, updating the plan for delivery in 2017-19.

The original plan to deliver 22 units of NAIL accommodation for people, with Mental Health Needs was based on number of mental health clients in residential care of 46. A number of people receiving 24/7 level of care in supported living has been excluded from the estimation. There currently appear to be 28 people in residential care, 26 in Supported Living receiving 24/7 care and 39 in Supported Living receiving daily support on site. This exclude people in temporary accommodation, where the level of support is varying from a few hours a week to 24/7. In total, in December 2016, there were 212 people with mental health problems, receiving accommodation based support in Brent and the focus on 24/7 was misleading as there needed to be a greater variety of long term options to meet people assessed needs, but this was only available at present in short term accommodation options. Also a number of people have been funded through the block provision by Central and North West London NHS Foundation Trust (CNWL) and have not been estimated as the Local Authority liability. This assessment takes all people with Mental Health needs into account in Brent.

A large number of clients appear to be placed in short term accommodation for a substantial period of time, or are receiving the packages “according to what is delivered as a standard in the project they are placed in”, rather than what they need as individuals. Subsequently, the care is often overprovided, for the sake of meeting the emergency housing need, or underprovided in the short term accommodation setting, as that accommodation was available when required. Overall, the system seems to be lacking dynamism that would respond to the changing client’s needs and the lack of permanent accommodation prevents the people from moving out of the system, once they are ready to do so.

It is clear from work done with CNWL that people are not receiving the appropriate support they should get and that the development of lower need accommodation and support and increasing access to general needs accommodation would provide an increase in choice and control for customers.

It certainly appears to be a case that the lack of appropriate ‘independent accommodation with support’, is adversely affecting people with Mental Health Needs, who are placed in poor quality housing, or in supported temporary housing, without a viable route out of the system.

Analysis of the local need and the available housing provision suggest a shortfall of 40 permanent supported housing units and 50 general housing units that are stopping individuals moving on to more appropriate accommodation.

NAIL proposal suggests developing hub and spoke service with three developed properties at Braemar Road (5 units) and Stagg Lane (8 units) and Forty Lane (10 units), total of 23 units of supported accommodation in the first phase of the development (2017-18) where the minimum standard of accommodation would be a decent room with en-suite facilities and shared communal facilities. Additional property refurbishment and development to a similar standard, at Park Avenue North, would deliver the further 8 units in 2018-19. Repurposing, redecoration and adaptation of two buildings in Wembley Park Drive could bring additional 14 units (Korsakov and Physical Disability) and the similar opportunity could be explored with the Hanover Road.

Further plan for the NAIL to deliver 80 units through acquisitions by 2018-19 would designate some capacity for people with Mental Health needs.

Independent accommodation that has been offered through Private Rented Sector (PRS) to people with mental health problems has been of the lower quality than the temporary accommodation and to date has not assisted in resolving the problem. Customers with Mental Health needs are more likely to be a victim of a crime, or are more likely to be reporting on antisocial behaviour than be the proponents of it, but the view of the generic landlords is the opposite. These facts have influenced our identification of schemes to assist in reducing this. For clients to be able to access the appropriate accommodation from the PFI stock, the structure that would be delivering the care packages to these people, otherwise living independently will need to be developed, ensuring that packages include advocacy and conflict mediation, mitigating this inherent discrimination.

The adverse impact of substance misuse on people with Mental Health problems is twofold. Firstly, the use of mind altering illegal substances may have adverse effect on people's mental health and the stability and efficacy of the pharmacological treatment received. Secondly, the vulnerability of the client group makes individuals with mental health issues susceptible to praying behaviour inherent to functioning of the drugs subculture. Security of the premises and the sensitive use of the CCTV are considered as a design feature to act as a protective factor against this vulnerability, as well as the competency of the care provider in working with both chronic mental health and the substance misuse.

A significant proportion of clients with mental health needs need monitoring and assistance with medication, engagement with medical services providing ongoing treatment of chronic medical issues, domestic support and supervision to prevent self-neglect and environmental neglect. These need to be addressed within the specification of the support services

Age breakdown of the target client group of 212 is:

20-30- 6.3%

30-40- 17%

40-50- 29%

50-60- 31%

60-70- 16.2%

70+ - 0.5%

It is indicative that there is absence of people over 70 in the client group (2011 Census Data suggests 12% of the general population to be within that group). However, this is likely to be due to their needs being picked up within Adult Social Care rather than within specialist mental health services.

Gender split amongst the CNWL clients in accommodation based services is Female 21.6%, Male 78.4%, whilst Brent population split is 50/50.

In contrast, Mental Health Foundation suggests that, in England, women are more likely to have common mental health problems than men, the fact observed by WHO across the world,

suggesting no marked difference in severe mental health disorders like schizophrenia and bipolar, men being three times more likely to be diagnosed with antisocial personality disorders, twice as likely to present with alcohol dependency and substance misuse, whilst women predominate by 3-1 in depression, generalised anxiety and somatic disorders (the largest group of Mental Health clients).

Brent Joint Strategic Needs Assessment (JSNA) in 2015 identified prevalence of enduring and severe mental ill health to be above both London and England's average at 1.1% of population estimate of above 2600 people and common mental health problems estimated at 33543 people (60% Female). Statutory homelessness in Brent is higher than England average, with high poverty, poor availability of the affordable property causing a larger than average numbers of people in temporary accommodation.

People with Mental Health needs are generally experiencing discrimination when it comes to appropriate housing, with well documented link in both cause and the effect between Mental Health and homelessness. The effects of the housing crisis are harder felt in population with mental health needs and it is certainly a case that unsecure accommodation can negatively affect clients' ability to engage with the support services and meaningfully receive support they need. This negative impact is harder felt in male population with mental health problems.

This information strongly suggests discrimination against the men with mental health needs in both accessing the appropriate and secure accommodation and the levels of support that is appropriate to their needs. The degree of discrimination could be described as cultural, further exacerbating exclusion, social isolation and marginalisation of the group. Equally, the lower number of female clients could be suggestive of a need for female only provision.

Health inequalities between the general population and people with comorbidity of Mental Health needs and physical health issues are well recorded, a lower life expectancy of 15-20 years lower in the group suffering schizophrenia and bi polar disorders, largely attributable to a higher rate of heart disease, lung disease, stroke and cancer, as preventable conditions. This group also accounts for a large proportion of presentation with physically unexplained symptoms (prevalence, intensity and effect) such as persistent pain, acute tiredness and gastric issues. Additionally, there is a common presentation of the life style attributable diseases such as obesity, diabetes and asthma, having adverse effect on client function and wellbeing.

Traditionally a response to these inequalities, has been to ensure that the physical and mental health services are as integrated as much as possible, however this is only one side of the coin. Clients failure to consistently engage with health care services in management of chronic illnesses, as well as making the life style choices that would form a part of this strategy can easily be contributed by socio economic standing, inadequate housing and transiency associated with temporary accommodation. The Kings Fund has argued that the interaction between comorbidities and deprivation makes a large contribution to generating and maintaining inequalities within the people with mental health and physical health problems.

There is a small number of people in the borough suffering from the different stages of Korsakoff syndrome, a disabling illness presenting with the features similar to early offsets of dementia, underpinned with compromised livers and immunology due to historic alcohol use. NAIL aims to develop a specialist provision for this group in 73 Wembley Park Drive (7 units), whilst 80 Wembley Park Drive would be developed to support adults with physical disabilities.

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.

Provider/Staff

Although dealing with people with Mental Health needs is accepted as being a specialism, requiring a specific skill set from the staff, a large number of people with mental health needs in Brent are currently placed in generic supported housing, or temporary housing for a long period of time. Generic providers are offered support and expertise from the specialist statutory provider, CNWL.

This proposal will diversify providers mix, encouraging greater skills and expertise mix, as well as encouraging competition between the new providers. The level of specialist provision in the borough will increase creating employment opportunities for Brent residents.

Service Users

A large number of clients in temporary accommodation with mental health problems will be impacted with this project, as well as population with mental health needs placed in institutional setting. The project will reduce the level of disabling institutional dependency within protected groups, without reduction in the level of care and support provided.

Younger population with Physical Disability would be provided in the setting that is age appropriate and with the mix of residents of similar age and needs.

Carers and Families

Where the families have been providing care to their members, but the care needs have increased beyond their level of coping and skills, or the capacity of the family carer has been affected by the change in their own care needs, family relationships will continue with the support of the professional carers and the environment conducive of independent living.

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 policy would have a significant impact on different equality groups and on cohesion and good relations such as:

- Men with MH needs – improving access to permanent accommodation
- People with MH needs and physical issues- instability of accommodation precluded from engagement with long term treatment and the support to make lasting life style changes
- Women that are victims of DV,
- Older people with MH needs being placed in services that would cater to their personal care and mental health needs
- People with Mental Health needs engaged with substance misuse culture and related lifestyle

NAIL accommodation aims to address these inequalities by improving the security of tenure for the target group through:

- Issuing clients with Assured Shorthold Tenancies rather than Licence Agreements and designing the accommodation that would be suitable to individuals in the long term, rather than for a fixed period.
- Standard of accommodation adhering with meeting the long term needs rather than temporary arrangements, so that the accommodation is provided “for life”, discouraging service revolving door through emergency and hospital services.
- Development of stable accommodation that also delivers support with the access to the main health care services as part of the package, thus improving treatment and management of chronic physical illnesses affecting the target group
- Including support with managing negative symptoms of psychiatric illnesses as part of accompanying support and care package (domestic support, managing hoarding behaviour, support with healthy nutrition, exercise, stimulating occupational framework catering individual’s needs, interests and abilities, monitoring medication concordance)
- Establishing an environment where health relationships and supportive social networks can be developed and maintained
- Improving access to volunteering, education and employment opportunities
- Newly diagnosed clients coming to terms with their illness and proactive approach to management strategies.

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.

The programme also involves purchasing the new accommodation, so the overall number of units available will be increased. Some sites will be reduced in the number of units during the repurposing, where there was overcrowding, whilst some will be increased with redistribution of the space and site development.

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 provided 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.

Design and the quality of accommodation

When it comes to development of the property for people with mental health problems, quality, design, location, management, accessibility and integration in the community matter as much as numbers of accommodation units.

The dispersed stock of single accommodation and smaller supported housing projects, located in residential areas, appear a better alternative than a large self-contained scheme with mixed use, which reinforces the institutionalised feel of the temporary hostel environment. Location of accommodation away from the high concentration social housing, crime hotspots, and areas known for antisocial disturbances, is one of the determining factors of what can be attached to a good quality accommodation.

Whilst Happi Standards state the building requirements for ageing population clearly, there is a lack of statutory standards for people with Mental Health needs. NAIL is developing its own standards for minimum requirements, to ensure that accommodation is suitable as 'home for life', rather than a temporary accommodation in an institutionalised environment. As a minimum it is accepted that all bedrooms will have en-suite bathrooms, unless it is a self-contained unit and will have at least two communal areas, so that the privacy is protected, whilst the risk of isolation and exclusion is mitigated by design. Additional features to all properties will regard a good access to natural light throughout, robust doors and fittings, good sound insulation and access to well maintained and secure outdoors space. Sensitive use of CCTV and telecare will be built in the design of the developed properties. Furniture design, colour choice, soft furniture, wide stairs and curved walls would be taken into account, to avoid creating the institutional feel of the space, but to strive to facilitate establishing and maintaining homely feel in the new accommodation.

Service Model

With Hub and Spoke model, the staff presence will be variable, with one unit acting as a base where the staff could be based 24/7 and adjoining property providing medium level of support (staffed during the day) and the large number of units being supported with floating support plus (staff would be expected to have a greater level of competency in relation to working with people with mental health problems than is expected from a generic support provider, in as much as being able to manage the medication concordance, key work clients, and deliver psychosocial interventions). Economies of scale would allow for a shared clinical governance, management, domestic support, as well as a reactive flexibility within the support packages, across staff at different sites.

In addition to the development of the new shared accommodation sites, repurposing and refurbishing the existing neglected stock of accommodation used by other services will enable the NAIL project to move away from "site based institutionalised support", to develop a structure that could deliver mobile packages in scattered stock of independent accommodation.

Types of Packages:

Whilst the client group does not require high level of personal care due to their physical, or cognitive disability, their lack of motivation, life style choices and the side effects of psychotropic medication, commonly used in treatment of mental health conditions, makes self-neglect and environmental neglect a common feature amongst the client group, impacting adversely on individuals wellbeing and their propensity to isolation and social exclusion.

Depression has been linked to 67% increased risk of death from heart disease, 50% of increased risk of death from cancer, while schizophrenia doubles the risk of death from heart disease, triples the risk from respiratory disease. (Mental Health Foundation). People with MH conditions are less likely to receive a physical health care they are entitled to, including routine check-ups that may detect symptoms of these diseases earlier. They also have greater difficulty in adhering to the requirements for management of chronic diseases, like diabetes. Additionally, the transient life style, poor nutrition, lack of exercise, side effects of medication make the obesity more prevalent in the client group than the general population.

Packages would include support with setting up and attending medical appointments, engaging proactively with the treatment services and making a life style changes that would improve health and general wellbeing.

Medication compliance is one of the critical features of maintaining independence and functionality of the client group and supporting clients to maintain engagement with the treatment services would be one of the critical component of the care package.

Client group is vulnerable, prone to exclusion, exploitation, abuse, being a victim of a crime as well as having a fluctuating insight and capacity and needs access to advocacy, low key conflict mediation.

Typically the packages would offer:

- Assistance and supervision of medication
- Domestic support
- Prompting and support with hygiene and domestic tasks
- Nutritional support
- Access to advocacy, mediation, conflict resolution and support with tenancy sustainment tasks
- Support with enabling access and maintaining engagement with health care services
- Health promotion enabling access and enhancing motivation to engage with healthier life style activities
- Keyworking and psychosocial support

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.

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, 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

Recommend this EA for Full Analysis?

Yes. Full analysis is recommended in two years' time, updating the impact of the current proposal and entering the phase three of the NAIL program.

4. Describe how the policy will impact on the Council's duty to have due regard to the need to:

(a) Eliminate discrimination (including indirect discrimination), harassment and victimisation;

As described above the Council will be better able to discharge its duty under the Care Act in meeting the client's eligible needs. Clients support plans and the assessment of needs will determine their eligibility for the service and the care plan developed in conjunction with a customer and the flexibility and bespoke nature of the services will reduce the inherent discrimination against the sections of the protected group by:

- Improving access to health care
- Securing a permanent address to allow engagement with healthy communities
- Advocacy
- Community safety and offending as well as protecting victims of crime
- Preventing Homelessness
- Community Cohesion
- Access to ETE
- Wellbeing- nutrition, sleep, exercise
- Promoting independence with people with Physical disability
- Concurrent support for people with Comorbidity issues 9MH and PD as well as MH and substance misuse)
- Reducing Housing inequality (security of tenure, financial stability, reducing transiency)

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, rather than the customer moving accommodation as happens now.

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 2014-2017 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.

(b) Advance equality of opportunity;

Providing stability of accommodation would allow commonly excluded group to participate in civic activities, family life, education, access to health care.

(c) Foster good relations

NAIL strives to work in partnership with the statutory Health provision, developing a system that would allow the health provision to continue being delivered according to a specific individuals need, but in more planned and coherent manner, reducing the occurrence of crisis, or making a better crisis management a possibility, that would move away from a revolving door between acute hospital, residential and housing.

Developing accommodation according to need and the flexibility in the design of the care packages would improve relationships between the housing and the care providers as well as mitigating anxieties of both.

5. What engagement activity did you carry out as part of your assessment?

In the preparation of the analysis we have looked at the following consultation to gain an understanding of the situation for adults with mental health issues,

1. CNWL have undertaken reviews of customers
2. General consultation events that were held as part of the Housing Vulnerable Adults Outcome Based Review,
3. Consultation with Support Providers on the key issues facing customers
4. The group and individual consultation activity undertaken as part of the review of the Council's Supporting people's services.

6. Have you identified a negative impact on any protected group, or identified any unmet needs/requirements that affect specific protected groups? If so, explain what actions you have undertaken, including consideration of any alternative proposals, to lessen or mitigate against this impact.

No negative impact has been identified, as the project emerged from identification of the need for the protected group.

Stage 2: Analysis

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

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 and Belief		Possible adverse impact	
Sex	X		
Sexual Orientation			Unknown

Age and Disability

People with mental health problems that are of a mature age would be placed in age appropriate accommodation, rather than directed towards older peoples extra care services earlier than their care needs may demand. People with physical disability and mental health problems would be receiving support in least restrictive environment, where their participation in occupational activities would be encouraged and institutionalisation prevented.

Gender identity, Sexual Orientation, and Marriage and Civil Partnership

Even though the impact of the policy is unknown, it is likely for it to have a positive impact, as people would be in more stable and better quality accommodation, that would allow them to express, establish and exercise activities that would lead to development of relationships.

Pregnancy and Maternity

Due to the nature of the service and the service user profile, we do not anticipate a disproportionate impact on this protected characteristic. However, if there are eligible clients who are either parents of young children or have a partner who is pregnant, we will consider their individual circumstances to ensure that their / their family's needs are met. **Sex:**

Policy is likely to address disproportionately high number of men currently in temporary accommodation.

Race,

Policy is likely to be neutral

Religion or Belief:

The policy may have 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 may not be able to take into account the relative location of places of worship.

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.

Three consultation events have been held with the clinical professionals.

Individual consultation meetings with service users have taken place.

Fortnightly meetings are taking place with Housing Officer, CNWL and NAIL officers since March 2017, discussing with individuals with mental health needs with the potential for move on and housing need.

Meetings took place with small groups of service users accommodated in the same service type (hostel, supported housing)

Two provider forums discussed developments proposals.

Annual service users consultation event solicited views from Brent residents receiving support in the borough, including those with presentation of the Mental Health problems.

NAIL Equality Analysis 2014

CNWL RAG rated support modalities estimates (October 2016 and Dec 2016)

Brent Health and Wellbeing Strategy 2014-17

Bringing Together Physical and Mental Health, Kings Fund, 2016

Mental Health and Housing Report 2016, Mental Health Foundation

Fundamental Facts about Mental Health, 2015, Mental Health Foundation

Eliot, J. Briefing: Demonstrating the Effectiveness of Housing Support Services for People with Mental Health Problems: A Review, National Housing Federation, March 2011

Patel V, Kleinman A. (2003). Poverty and common mental disorders in developing countries. *Bulletin of the World Health Organization*, 81(8), 609- 615.

Pettitt, B., Greenhead, S., Khalifeh, H., Drennan, V., Hart, T., Hogg, J., Borschmann, R., Mamo, E., and Moran, P. (2013). *At risk, yet dismissed: the criminal victimisation of people with mental health problems*. London: Victim Support

What did you find out from consultation or data analysis?

There is a significant shortfall in availability of good quality accommodation for people with mental health problems in Brent.

Overuse of temporary accommodation, overprovision and under provision of support are present in significant numbers, with a large proportion of people with mental health problems being placed in institutional setting that promotes dependency. The system is responsive in a crisis, but a lot of improvements to the prevention of the crisis could be made by this proposal.

Service users describe support system as confusing with unmanageable access to housing. Poor access to housing seems to be preventing people from moving 'out of the system' and it is difficult to get back in unless there is a crisis.

Large number of people with sufficient independent living skills are staying in accommodation and services that provide greater level of support than they need. Placing people in independent accommodation with support packages would be more desirable, efficient and cost effective.

Some supported accommodation used by people with mental health problems has been severely neglected.

Type of support people with mental health need are usually related to prompting and encouragement with domestic and personal care tasks, rather than assistance, increasing motivation to engage in activities that would improve wellbeing and increase independence, but the system and the delivery is often institutionalised. Social isolation and self-neglect are the most common problems presented by the protected group.

The current system that places the expectation that people would be moving from the acute setting to supported housing for a period of two years and then to independent living is not working, as there is insufficient independent accommodation that is available and people have nowhere to move to from the supported living.

Baton passing and linear progression through the system/ revolving door as the system do not reflect the dynamic nature of the changing client needs. .

8. The Findings of your Analysis

Overall this analysis has found that the proposal would have a beneficial effect of the quality of life and the wellbeing of the service users. It would address some inherent inequalities experienced by the protected group.

The analysis has also identified younger people with physical disability and Korsakoff as a group that would benefit from the development of the specialist residential centres in the Borough. Two properties in Wembley Park drive have been identified as suitable for this purpose.

STAGE 3: ACTION PLANNING


9. Action plan and outcomes

- Take over neglected properties
- Purchase additional properties
- Develop pathways for the PFI flats

- Ongoing monitoring of the changing needs profile
- Develop hub and spoke service across all properties.

Commission provision of specialist care and support across the developed sites

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 <p>Brent</p>	<p>Cabinet 14 August 2017</p> <p>Report from the Strategic Director for Regeneration and Environment</p>
<p>Wards affected: Kilburn</p>	
<p>South Kilburn Regeneration Programme– Statutory Consultation with secure tenants in Neville House, 1-64 Winterleys, 113-128 Carlton House (being part of ‘Phase 4’) and 1-72 Blake Court (being part of ‘Phase 5’)</p>	

1.0 Summary

- 1.1 The regeneration of South Kilburn is a fifteen year programme that is approximately half way through. It aims to transform the area into a sustainable and mixed neighbourhood and create a real sense of place and belonging. The programme will deliver around 2,400 new homes of which 1,200 will be made available for social rent for existing South Kilburn, secure council tenants. To date 1073 new homes have been delivered with 60% (639) new homes having been made available for existing secure tenants of South Kilburn. Woodhouse Urban Park was opened to the public in May 2016 and South Kilburn residents are able to utilise St Augustine’s Sports Hall.
- 1.2 The Council’s objective is to provide high quality new homes with values driven from market sales in order to maintain the viability of the Regeneration Programme in the long-term, and to achieve a substantial improvement in the living conditions of existing South Kilburn secure Council tenants.
- 1.3 The South Kilburn Masterplan review took place in 2016, and the community are at the heart of our decision making process. We have taken an inclusive and participatory approach to consultation and engaged with residents and stakeholders of South Kilburn with extensive local consultation from July through to December, which directly fed into the drafting of a revised South Kilburn Supplementary Planning Document 2017 (SPD), which was adopted at the June 2017 Cabinet and will be an important document in determining how this area continues to transform over the next 10-15 years.
- 1.4 The South Kilburn Regeneration Programme also includes the delivery of a new larger high quality urban park and an improved public realm, a new local primary school, new health facilities, new retail facilities, an Enterprise Hub and Community Space,

improved environmental standards and a South Kilburn District Energy System. The South Kilburn Programme has been recognised for exemplar design for new build homes as well as landscape projects and has won a number of prestigious awards.

- 1.5 This report seeks Cabinet approval to develop a draft allocation policy for allocating homes to secure tenants living within Neville House, 1-64 Winterleys, 113-128 Carlton House (being part of 'Phase 4') and 1-72 Blake Court (being part of 'Phase 5').
- 1.6 This report seeks Cabinet approval to begin the statutory consultation process with secure tenants residing in blocks Neville House, 1-64 Winterleys, 113-128 Carlton House (being part of 'Phase 4') and 1-72 Blake Court (being part of 'Phase 5') on three proposals:
 - (i) statutory consultation in connection with seeking approval of the Secretary of State for use of Ground 10A of the Housing Act 1985
 - (ii) consultation in connection with the draft allocation policy for allocating homes to secure tenants in the blocks set out above
 - (iii) consultation on the Council's proposal to make a CPO on all properties and interests occupied by secure tenants within the blocks as set out above

2.0 Recommendation(s)

- 2.1 That the Cabinet agree and authorise the Strategic Director of Regeneration and Environment to develop a draft allocation policy for allocating replacement homes to secure tenants living within Neville House, 1-64 Winterleys, 113-128 Carlton House (being part of 'Phase 4') and 1-72 Blake Court (being part of 'Phase 5') .
- 2.2 That the Cabinet agree and authorise the Strategic Director of Regeneration and Environment to commence statutory consultation with secure tenants residing in blocks: Neville House, 1-64 Winterleys, 113-128 Carlton House (being part of '**Phase 4**') and 1-72 Blake Court (being part of '**Phase 5**') on three proposals (i) statutory consultation in connection with seeking approval of the Secretary of State for use of Ground 10A of the Housing Act 1985 (ii) consultation on the Council's proposal to make a CPO on properties in Neville House, 1-64 Winterleys, 113-128 Carlton House (being part of '**Phase 4**') and 1-72 Blake Court (being part of '**Phase 5**') that are currently occupied by secure tenants (iii) consultation in connection with the draft allocation policy for allocating homes to secure tenants living within Neville House, 1-64 Winterleys, 113-128 Carlton House (being part of '**Phase 4**') and 1-72 Blake Court (being part of '**Phase 5**').
- 2.3 To note the intention to report to Cabinet on the outcome of the consultation and, if appropriate, to seek authority to proceed as set out in Paragraph 3.6 below.

3.0 Detail

3.1 On 24 April 2017, Cabinet resolved:

Cabinet delegated authority to the Strategic Director of Regeneration and Environment in consultation with the Lead Member Regeneration, Growth, Employment and Skills to award and enter into a Development and Sale Agreement with a Delivery Partner, in line with the redevelopment as set out in paragraph 3.5 of the Cabinet report, procured from the GLA London Development Panel for the Gloucester House and Durham Court site (shown edged red at Appendix 1 to the Cabinet report). The delivery partner provisionally selected, subject to the standard caveats around agreeing final contract terms, is Telford Homes Plc

3.2 As part of the Gloucester House and Durham Court development (see appendix 1 for site location) there will be 102 homes for affordable social rent through Notting Hill Housing Group. In line with the Masterplan Review 2016 and the adoption of the South Kilburn Supplementary Planning Document 2017 at the Cabinet 19 June 2017, it is anticipated that the properties at social rent within Gloucester House and Durham Court will be made available to secure tenants residing in Neville House, 1-64 Winterleys, 113-128 Carlton House (being part of 'Phase 4') and 1-72 Blake Court (being part of 'Phase 5') as shown on appendix 1 in 2020 (plot 5) and 2021 (plot 4) thereby facilitating vacant possession of those sites for future redevelopment.

3.3 To this end, Cabinet approval is being sought to develop a draft allocation policy for allocating homes to secure tenants living within Neville House, 1-64 Winterleys, 113-128 Carlton House (being part of 'Phase 4') and 1-72 Blake Court (being part of 'Phase 5')] and to undertake statutory consultation with secure tenants residing in Neville House, 1-64 Winterleys, 113-128 Carlton House (being part of 'Phase 4') and 1-72 Blake Court (being part of 'Phase 5') on three proposals (i) statutory consultation in connection with seeking approval of the Secretary of State for use of Ground 10A of the Housing Act 1985 (ii) consultation on the Council's proposal to make a CPO on properties in Neville House, 1-64 Winterleys, 113-128 Carlton House (being part of 'Phase 4') and 1-72 Blake Court (being part of 'Phase 5') that are currently occupied by secure tenants (iii) consultation in connection with the draft allocation policy for allocating homes to secure tenants living within Neville House, 1-64 Winterleys, 113-128 Carlton House (being part of 'Phase 4') and 1-72 Blake Court (being part of 'Phase 5'), which is anticipated to be similar to the existing allocation policy for Secure Tenants with homes in Hereford House, Exeter Court & 4 to 26 Stuart Road (Even Numbers Only) South Kilburn (copy attached at appendix 2)

3.4 Statutory consultation is required by Section 105 of the Housing Act 1985 on certain changes in practice and/or policy in relation to the proposal to make a CPO and the draft Allocation Policy for Neville House, 1-64 Winterleys, 113-128 Carlton House (being part of 'Phase 4') and 1-72 Blake Court (being part of 'Phase 5'). Once completed, a consultation report will be produced for the Cabinet to consider. The consultation report will include a summary of the feedback received from secure tenants occupying properties in Neville House, 1-64 Winterleys, 113-128 Carlton House (being part of 'Phase 4') and 1-72 Blake Court (being part of 'Phase 5') in response to the three consultation proposals and the Council's responses to the feedback received. Depending on the outcome of the consultation, Cabinet approval

may be sought to authorise the Strategic Director of Regeneration and Environment to seek the Secretary of State’s consent to the disposal and development of Neville House, 1-64 Winterleys, 113-128 Carlton House (being part of ‘**Phase 4**’) and 1-72 Blake Court (being part of ‘**Phase 5**’) for the purpose of Ground 10A of Schedule 2 to the Housing Act 1985 and authorise the final Phase Allocation Policy.

- 3.5 There are currently the following units within each block which are occupied by secure tenants. As part of the allocation process the housing team will carry out a housing needs assessment to assess the current circumstances and potential changes to circumstance of secure tenants and identify their medical and other needs, including actual property size required for secure tenants. As shown on the tables (1 and 2) below there likely to be more properties required for our decanted secure tenants than will be available at Gloucester House and Durham Court. If this proves to be the case then the draft allocation policy will also allocate replacement properties at the following sites which are also coming forward for redevelopment – “Land North of Chippenham Gardens”, “Queens Park/Cullen House” and the “Peel” site see appendix 1. As can be seen from the details provided within the two tables below this will ensure a raw surplus of homes will be eventually available for this decant, which subject to matching specific tenant requirements, will be sufficient to re-house all secure tenants in the subject blocks.

Block	No of secure tenants units
Neville House	7
1-64 Winterleys	40
113-128 Carlton House	8
1-72 Blake Court	59

Table 1 – Existing number of secure tenant properties

Scheme	Number of Affordable Homes for Existing Secure Tenants
Gloucester & Durham	102
Peel	42
Queens Park/Cullen House	39
Land North of Chippenham Gardens	22

**Please note that these could be subject to change through redevelopment within the construction phase*

Table 2 – Secure tenant properties to be built out. (Note not all of the Peel properties will be available for this allocation as 23 of the 42 units have already been reserved for social tenants currently residing in the Peel development area

- 3.6 Officers will report back to the Cabinet on the outcome of the statutory consultation and may, depending on the outcome of the consultation seek Cabinet approval to (i) authorise the Strategic Director of Regeneration and Environment to seek the Secretary of State’s consent to the disposal and development of Neville House, 1-64 Winterleys, 113-128 Carlton House (being part of ‘**Phase 4**’) and 1-72 Blake Court (being part of ‘**Phase 5**’) for the purpose of Ground 10A of the Housing Act 1985, (ii) authorise the final Allocation Policy for Neville House, 1-64 Winterleys, 113-128

Carlton House (being part of 'Phase 4') and 1-72 Blake Court (being part of 'Phase 5'), and (iii) proceed with securing vacant possession of properties within Neville House, 1-64 Winterleys, 113-128 Carlton House (being part of 'Phase 4') and 1-72 Blake Court (being part of 'Phase 5') occupied by secure tenants through negotiation and private treaty and then, if necessary, via possession proceedings based on Ground 10A and CPO.

4.0 Financial Implications

- 4.1 All costs are expected to be covered within existing budgets. In 2017/18, the only costs are in relation to consultation.
- 4.2 If approved, this will lead to additional costs in relation to occupational therapy adaptations, moving costs (including compensation costs) for secure tenants and associated professional fees such as legal. This is hard to quantify but it is expected to be in the order of £5-7m, in specific relation to leaseholder buyback. However they are intended to be covered by the capital receipts generated by the schemes. South Kilburn operates on a self-financing model and while an individual scheme may need support, others are intended to cross-subsidize them.

5.0 Legal Implications

Ground 10A of Schedule 2 to the Housing Act 1985 (Legal)

- 5.1 The Council is required to obtain the approval of the redevelopment scheme from the Secretary of State when seeking to re-house secure tenants who will not leave the properties that are due to be demolished in furtherance of the redevelopment scheme. Before seeking such approval, the Council is required to consult with affected tenants. Approval from the Secretary of State will enable the Council to use Ground 10A of Schedule 2 to the Housing Act 1985.

Ground 10A is a ground for possession for the purposes of S84 Housing Act 1985. S84 Housing Act 1985 provides, in so far as relevant, that the court shall not make an order for the possession of a secure tenancy except on one or more grounds set out in Schedule 2. Ground 10A provides as follows: The dwelling-house is in an area which is the subject of a redevelopment scheme approved by the Secretary of State...in accordance with Part V of Schedule 2 and the landlord intends within a reasonable time of obtaining possession to dispose of the dwelling-house in accordance with the scheme.

The court shall not make an order for possession on ground 10A, unless it is satisfied that suitable accommodation will be available for the tenant when the order takes effect.

Suitable Alternative Accommodation. For the purposes of section 84(2)(b) and (c) Housing Act 1985 (cases in which the court is not to make an order for possession unless satisfied that suitable accommodation will be available), Part IV of Schedule 2 of the Housing Act 1985 states that accommodation is suitable if it consists of premises which are to be let as a separate dwelling under a secure tenancy, or which are to be let as a separate dwelling under an assured tenancy which is neither an

assured shorthold tenancy, within the meaning of Part 1 of the Housing Act 1988, nor a tenancy under which the landlord might recover possession under any of Grounds 1 to 5 in Schedule 2 to that Act and, in the opinion of the court, the accommodation is reasonably suitable to the needs of the tenant and his family. In addition, Paragraph 2 of Part IV of Schedule 2 sets out factors that should be had regard to when determining whether accommodation is reasonably suitable to the needs of the tenant.

Where a landlord proposes to apply to the Secretary of State for the approval of a scheme or variation, Paragraph 2 of Part V to Schedule 2 of the Housing Act 1985 states that the landlord must first:

- a. serve a notice in writing on all secure tenants whose dwellings are affected by the scheme, stating: the main features of the scheme (or the scheme as it will be after a proposed variation to it); that the Secretary of State's approval is to be sought; and the effect of such approval in relation to proceedings for possession of the dwellings;
- b. inform the tenants that they have a specified period (which must be at least 28 days) in which to make representations to the landlord; and
- c. consider any representations during that period.

5.2 Unlike a tenanted transfer, however, no formal ballot is required to be carried out. However, pursuant to Paragraph 3 of Part V to Schedule 2 of the Housing Act 1985, the Secretary of State, before giving his consent, will consider the following:

- a. the effect of the scheme on the extent and character of housing accommodation in the neighbourhood;
- b. over what period of time it is proposed that the disposal and redevelopment will take place in accordance with the scheme;
- c. to what extent the scheme includes provision for housing provided under the scheme to be sold or let to existing tenants or persons nominated by the landlord;
- d. any representations made to him and, so far as they are brought to his notice, any representations made to the landlord.

5.3. The landlord, in this case, the Council, must not apply to the Secretary of State for approval of a scheme unless the statutory consultation procedure has been carried out.

Section 105 of the Housing Act (Legal)

- 5.4. Under section 105 of the Housing Act 1985, the Council as a local authority landlord has a duty to consult with those of its secure tenants who are likely to be substantially affected by a change in practice or policy relating to matters of housing management, which includes the management, maintenance and improvement of dwelling houses let by the Council under secure tenancies and the provision of services or amenities in connection with such dwelling houses. The consultation requirements under section 105 of the Housing Act 1985 must enable the secure tenants likely to be affected to be informed of the Council's proposals and to make their views known to the Council within a specified period. The Council, before making any decision on the matter, must consider any representations received during the specified consultation period.

Pursuant to Paragraph 2(3) of Part V to Schedule 2 Housing Act 1985, where section 105 applies, there is no requirement to undertake both a s105 consultation and a Ground 10A consultation, the Ground 10A consultation operates as both.

6.0 Equality Implications

- 6.1 There is a need to ensure that the Council's Equality Analysis in relation to the different projects comprising the South Kilburn regeneration programme and their impact on residents (including leaseholders) with protected characteristics is kept up to date, and that reports to Members provide sufficient information to demonstrate adequate consideration of the impacts on all protected groups.
- 6.2 As with all other schemes that are part of the South Kilburn regeneration programme, full consideration must be given to residents and leaseholder with protected characteristics, particularly people with disabilities and / or other types of vulnerabilities due to older age, children and young people, residents with childcare and/or caring responsibilities, socio-economic status (lone parents and large families). Due regard must also be paid to black, Asian and minority ethnic and religious groups (e.g. community ties and wider community infrastructure, needs of large families, etc).
- 6.4 If approved by the Cabinet, officers will undertake consultation to seek views from secure tenants with homes in Neville House, 1-64 Winterleys, 113-128 Carlton House (being part of 'Phase 4') and 1-72 Blake Court (being part of 'Phase 5') on the Council's proposals to apply to the Secretary of State for use of Ground 10A of the Housing Act 1985, to make a CPO on properties in these redevelopment sites that are currently occupied by secure tenants and consultation in connection with the development of bespoke allocation policy to enable their current homes to be brought forward for development as part of the South Kilburn regeneration programme. The consultation process should be accessible and inclusive so that everyone affected by the proposals is able to take part in it, including people with different types of disabilities, residents whose first language is not English, young and older people. The Council will consider the comments it receives as part of this consultation process and will report back detailing the outcome of these statutory consultations in due course.
- 6.5 As part of the allocation process officers review occupational therapy (OT) requirements for secure tenants so that their physical needs can be pre-built into the scheme and their individual homes are tailored to take account of any identified OT needs.

7.0 Staffing/Accommodation Implications (if appropriate)

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

8 Public Services (Social Value) Act 2012

8.1 Not applicable

9 Background Papers

Cabinet reports:

24 April 2017 Gloucester and Durham Development Site – South Kilburn (for Delivery Partner award of contract)

19 June 2017 South Kilburn Supplementary Planning Document

Appendices:

Appendix 1 – Masterplan Sites and Phasing Plan

Appendix 2 – Formal Consultation with Secure Tenants with homes in Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only)

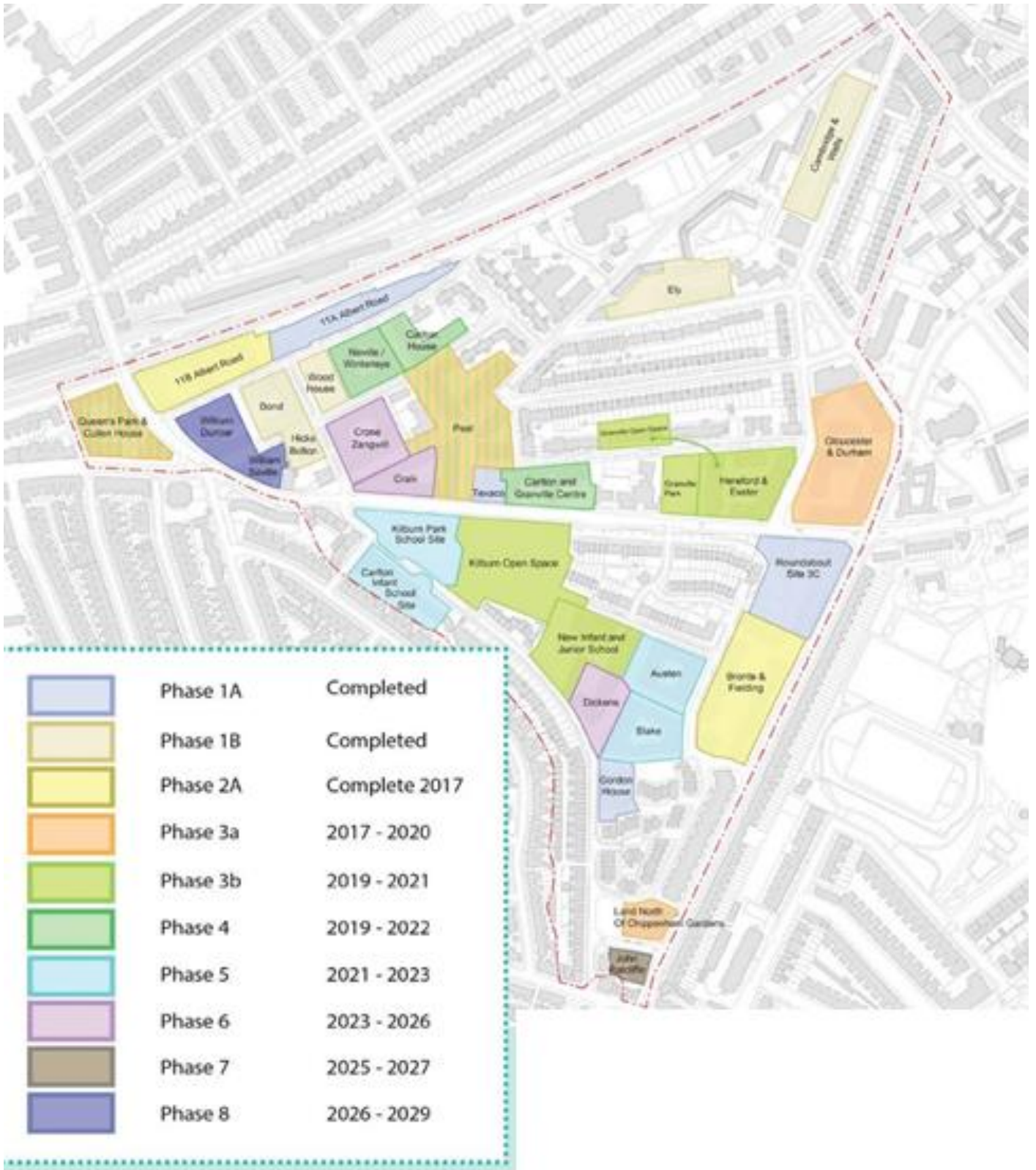
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Formal Consultation with Secure Tenants with homes in Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only)



South Kilburn Regeneration Programme April 2015

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Introduction & Background to the South Kilburn Regeneration Programme

1. The regeneration programme aims to change South Kilburn into a sustainable and mixed community by delivering 2,400 new high quality homes. Brent Council also hope that the regeneration will provide residents with improved open spaces, new shops, new health facilities and a new consolidated school.
2. The regeneration of South Kilburn is taking place in phases. The first phase of the South Kilburn regeneration programme is almost complete. It was split into two sub-phases; 1a and 1b. Phase 1a comprised 362 high quality homes and is now complete. 256 of these homes were made available for existing secure tenants of South Kilburn. Phase 1b started on site in 2012 and will deliver 208 new homes by spring 2015. 122 of these homes will be made available for existing secure tenants of South Kilburn.
3. The next phase, Phase 2, is again split into two phases; 2a and 2b. Phase 2a will provide 373 high quality new homes in South Kilburn, 131 of which will be made available for existing secure tenants. 229 of the new homes in Phase 2a are being planned as part of the redevelopment of Bronte House and Fielding House on Kilburn Park Road. 103 of the 229 homes will be made available to existing secure tenants of South Kilburn and are expected to be completed in November 2016. The remaining 144 new homes in Phase 2a are being planned as part of the redevelopment of the site of the old British Legion and Day Care Centre along Albert Road (Site 11b). 28 of these homes will also be made available to existing secure tenants of South Kilburn. These homes are also expected to be complete and ready for occupation in November 2016.
4. This booklet and enclosed letter are a notice of formal consultation, regarding three important proposals, to Secure Tenants currently living within Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only), who will be required to move to enable the redevelopment of these sites. This will affect all Secure Tenants living in the following blocks:
 - **Hereford House**
 - **Exeter Court**
 - **4 to 26 Stuart Road (even numbers only)**
4. These blocks will be demolished and replaced with new high quality homes as part of the overall regeneration programme for South Kilburn.
5. This booklet aims to explain each of the three important proposals that the Council is formally consulting Secure Tenants about. If, after you have read this booklet and the enclosed letter, you are unsure about anything or you want advice or further information, you can contact the Estate Regeneration Team, the Independent Resident Advisor or the Citizens Advice Bureau. The contact details for these organisations are included on page 43 of the booklet.

Proposal 1: Statutory consultation in connection with seeking approval of the Secretary of State for use of Ground 10A of the Housing Act, 1985

1. The Council needs to re-house Secure Tenants living in homes within Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only) of the South Kilburn regeneration programme so that their current homes can be demolished and brought forward for development.
2. We hope that the Suitable Offer of alternative accommodation that the Council will make to Secure Tenants in accordance with its Allocation Policy for Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only) (a draft of which is attached to this booklet and on which we are also consulting you), will be acceptable to every Secure Tenant. However, there is a chance that this will not be possible in every case and that some Secure Tenants will not be prepared to move to the replacement home that the Council has offered to them. In order to ensure that the Council can undertake the proposed redevelopment of the Hereford House and Exeter Court and the proposed redevelopment of 4 to 26 Stuart Road (even numbers only) together with the adjoining land at 5 to 9 Chippenham Gardens, it needs to be able to recover possession of homes where Secure Tenants have refused to move. As set out in the draft Allocation Policy attached, one of the legal processes under which the Council proposes to seek possession of those homes is by court proceedings brought under Ground 10A of Schedule 2 of an Act of Parliament called the Housing Act 1985.
3. To be able to rely on Ground 10A, the Council must first apply to the Secretary of State (a government minister in the Department for Communities and Local Government) for formal approval of the proposed redevelopment of the Hereford House and Exeter Court and the proposed redevelopment of 4 to 26 Stuart Road (even numbers only) for the purposes of Ground 10A. It is the Council's proposal to make such an application to the Secretary of State. Before an application can be made, however, the Council must consult with all Secure Tenants living in homes affected by the proposal. This is the purpose of this current consultation and we have set out below:
 - a) the main features of the proposed redevelopment of the Hereford House and Exeter Court and the proposed redevelopment of 4 to 26 Stuart Road (even numbers only); and
 - b) the effect that receiving such approval would have on you in relation to court proceedings to recover possession brought under the Housing Act 1985.
4. As set out in the section headed "Introduction & Background to the South Kilburn regeneration programme" (see page 3 above), the regeneration of South Kilburn is taking place in phases and the Council is now focused on progressing with the redevelopment of Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only). As part of this, Secure Tenants who are living in the blocks affected by the South Kilburn regeneration programme (Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only)) will be required to move out of their current homes and into alternative accommodation offered by the Council in accordance with the Council's Allocation Policy for Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only). A copy of the draft Allocation Policy for Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only), on which the Council is also consulting you, is included in this booklet. Once all the properties in Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only) have been vacated,

the Council intends to demolish Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only) so that these sites can be brought forward for redevelopment and replaced with new high quality homes as part of the overall regeneration programme for South Kilburn.

5. Your tenancy with the Council is called a Secure Tenancy. A Secure Tenancy gives you certain rights and responsibilities. One of your key rights is to a fair and transparent process should the Council wish to terminate (end) your tenancy and recover possession of your home. The Council can only evict a Secure Tenant in certain circumstances specified by law. As set out in the draft Allocation Policy, one of the methods by which the Council proposes to secure possession from Secure Tenants living in Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only) is to use court proceedings under the Housing Act 1985.
6. If the Council uses court proceedings to recover possession under the Housing Act 1985, the Council can only evict a Secure Tenant in certain circumstances. These are referred to as 'grounds for possession' and are set out in Schedule 2 of the Housing Act 1985. The grounds for possession fall into two categories. The first category is where the Council can obtain possession if the Court considers that it is reasonable. The second category is where the Council can obtain possession if the Court considers that it is reasonable and the Council can demonstrate that suitable alternative accommodation will be available to the Secure Tenant when the order for possession takes effect.
7. To seek possession against a Secure Tenant, the Council must first serve a formal notice (called a notice of seeking possession) on the Secure Tenant specifying the ground or grounds for possession on which it wants to rely. The Council must then issue Court proceedings (which must also specify the ground or grounds for possession on which it wants to rely). There will then be a hearing in the county court at which the Council will have to set out its reasons for wanting to obtain possession and show how these fall within the ground or grounds for possession specified in the notice.
8. One of the grounds on which the Council can rely is Ground 10A. Ground 10A gives the Council the power to terminate a Secure Tenancy where the home is required for redevelopment. It is the only ground available to the Council where it needs to obtain possession in order to redevelop the premises. Ground 10A can only be used where a redevelopment scheme has been approved by the Secretary of State for this purpose. The Council's proposed application to the Secretary of State will seek this approval in relation to those homes that are located in Hereford House, Exeter Court and 4 to 26 Stuart Road, (even number only).
9. If the Secretary of State approves the proposed redevelopment of Hereford House and Exeter Court and the proposed redevelopment of 4 to 26 Stuart Road (even numbers only) for the purposes of Ground 10A, then Ground 10A becomes a further ground on which the Council can seek possession. Ground 10A falls into the second category of grounds for possession described in paragraph 6 above. This means that, provided that the Court is satisfied that Ground 10A applies, the Council can only obtain possession if the Court considers that it is reasonable and the Council can demonstrate that suitable alternative accommodation will be available to the Secure Tenant when the order for possession takes effect.
10. If the Secretary of State approves the proposed redevelopment of Hereford House and Exeter Court and the proposed redevelopment of 4 to 26 Stuart Road (even numbers only) for the purposes of Ground 10A, it is likely that, within the coming months, Secure Tenants in Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only) will be served with a notice of seeking

possession specifying Ground 10A and will be made one suitable offer of alternative accommodation in line with the Council's Allocation Policy for Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only). Please refer to the draft Allocation Policy for Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only) which is included in page 11 of this booklet and about which the Council is also consulting you. This sets out further details concerning the circumstances in which the Council proposes serving a notice of seeking possession specifying Ground 10A.

11. For some Secure Tenants, the suitable offer of alternative accommodation will mean the offer of a permanent new home within one of the following redevelopment sites:

Location	New Landlord	Total Number of New Homes	Number of Homes for Rent for South Kilburn Households	Expected Completion Date
Bronte House and Fielding House Redevelopment Site	Network Housing Group	229	103	November 2016
Site 11b Redevelopment Site	London & Quadrant	144	28	November 2016

12. For other Secure Tenants, the suitable offer of alternative accommodation will mean:

- a) a suitable offer of a permanent alternative home within South Kilburn to a replacement home that is an existing that is not due for demolition as part of the South Kilburn regeneration programme; or
- b) a suitable offer of a permanent alternative home outside South Kilburn due to a shortage of certain sized replacement homes in the locations listed above; or
- b) a suitable offer of a temporary home within a block that is due for demolition as part of the South Kilburn regeneration programme. The Secure Tenant will remain in the temporary home until it is required for demolition as part of the South Kilburn regeneration programme, at which time the Secure Tenant will be made a suitable offer of a new replacement home. Please refer to pages 17 to 20 of this booklet which sets out more information concerning the Council's proposal in this respect.

13. If, following the service of a notice of seeking possession and making of a suitable offer of alternative accommodation as set out in the Allocation Policy for Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only), a Secure Tenant in Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only) is not willing to vacate their current home, the Council will likely commence court proceedings relying on Ground 10A as set out in the draft Allocation Policy included in this booklet. The Council's proposal is to secure possession using court proceedings under the Housing Act 1985 until the Council has confirmation of a Compulsory Purchase Order (CPO) in respect of the homes concerned. After that point, and even if the Council are part way through court proceedings under the Housing Act 1985, the Council propose to proceed to secure possession by agreement or using the compulsory purchase powers derived from the confirmed CPO in place of the possession proceedings. The only circumstances in which the Council propose continuing to pursue court proceedings under the Housing Act 1985 following confirmation of a CPO, is if the Council consider that continuing to pursue those proceedings is

likely to result in it recovering possession of the property more swiftly than using its compulsory purchase powers.

What do I need to do?

14. You do not need to do anything; we are consulting on our proposal to make an application to the Secretary of State for the proposed redevelopment of the Hereford House and Exeter Court and the proposed redevelopment of 4 to 26 Stuart Road (even numbers only) of the South Kilburn regeneration programme.
15. If you are not happy with what is being proposed or you wish to make comments, please fill in the enclosed form or write them on your own paper, with your name and address, and return it to the Council at the following address:

Marie Frederick
Estate Regeneration Team,
South Kilburn Area Office, Community Resource Centre,
William Dunbar House, Albert Road, South Kilburn, London, NW6 5DE

The final date for comments to be received is 5pm on Wednesday, 29 April 2015.

16. The Council must then consider any comments in advance of making the application and report the results of the consultation as part of the application to the Secretary of State.

Proposal 2: Consultation in connection with Intention to make a Compulsory Purchase Order on properties currently occupied by Secure Tenants

1. The Council, along with all other councils, is required by Section 105 of the Housing Act 1985 to consult formally with tenants on certain changes in practice and/or policy. Consultation is required where tenants will be 'substantially affected' by a change in practice and/or policy in relation to the way that housing is managed.
2. The Council agreed allocation policies for previous phases of the South Kilburn regeneration programme which set out the Council's policy for seeking possession from Secure Tenants living in homes in previous phases of the South Kilburn regeneration programme (and which were/are being demolished as part of the South Kilburn regeneration programme).
3. The Council has developed a new Allocation Policy specifically for Secure Tenants living in Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only) of the South Kilburn regeneration programme. A copy of the draft Allocation Policy for Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only) about which the Council is also consulting Secure Tenants, is included in page 11 of this booklet. The draft Allocation Policy for Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only) sets out the Council's proposed policy for seeking possession from Secure Tenants living in homes in Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only).
4. As this booklet explains on page 3, the Council needs to re-house Secure Tenants living in homes within Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only), so that their current homes can be demolished and brought forward for development. This is so the Council can continue to deliver new, high quality homes for existing secure tenants of South Kilburn. To be able to do this, the Council needs to know it can get timely possession of all homes occupied by Secure Tenants within Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only) of the South Kilburn regeneration programme. Timely and efficient possession of properties occupied by Secure Tenants cannot be guaranteed to secure the regeneration of Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only) in a timely and efficient manner by the use of court proceedings under Ground 10A of Schedule 2 of the Housing Act 1985 alone.
5. In order to secure the regeneration of South Kilburn, the Council proposes to promote a Compulsory Purchase Order (CPO) under section 226(1)(a) of the Town and Country Planning Act 1990 on properties within Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only) including those currently occupied by Secure Tenants. However, the Council would only use a CPO to recover possession of existing homes occupied by Secure Tenants in Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only) where it needs to be assured the timetable for regeneration could be complied with.
6. As such, the Council's proposed policy for seeking possession from Secure Tenants living in homes

in Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only) is to secure possession either by agreement or by pursuing court proceedings relying on Ground 10A until the Council has a confirmed CPO relating to Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only). Once a CPO is confirmed, the Council proposes to secure possession of homes occupied by Secure Tenants either by agreement or by using the compulsory purchase powers from the confirmed CPO. After that point, and even if the Council is part way through court proceedings relying on Ground 10A, the Council proposes to secure possession by agreement or using the compulsory purchase powers derived from the confirmed CPO in place of the court proceedings. The only circumstances in which the Council proposes to continue to use the court proceedings following confirmation of a CPO, is if the Council considers that continuing to pursue the court proceedings is likely to result in it recovering possession of the property more swiftly than using its compulsory purchase powers.

7. More details concerning the Council's proposed policy for seeking possession from Secure Tenants living in homes in Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only) (including details concerning the process that the Council would need to undertake to make a CPO on homes occupied by Secure Tenants and rehousing Secure Tenants using CPO) are contained in the draft Allocation Policy for Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only). Please refer to page 21 of this booklet for an explanation of the process.

What do I need to do?

8. You do not need to do anything; however, as a Secure Tenant of Hereford House, Exeter Court or 4 to 26 Stuart Road (even numbers only), this directly affects you so the Council is consulting you about its proposed policy for seeking possession from Secure Tenants living in homes in Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only) including the Council's proposal to make a Compulsory Purchase Order on properties currently occupied by Secure Tenants with homes in Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only).
9. Therefore, you are invited to make comments on the Council's proposed policy before it is finally agreed. Please fill in the enclosed form or write them on your own paper, with your name and address, and return it to the Council at the following address:

Marie Frederick, Estate Regeneration Team,
South Kilburn Area Office, Community Resource Centre,
William Dunbar House, Albert Road, South Kilburn, London, NW6 5DE

The final date for comments to be received is 5pm on Wednesday, 29 April 2015.

10. The Council must then consider any comments in advance of making the application and report the results of the consultation as part of the application to the Secretary of State.

Proposal 3: Consultation in connection with draft Allocation Policy for Secure Tenants with homes Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only), South Kilburn

1. The Council, along with all other councils, is required by Section 105 of the Housing Act 1985 to consult formally with tenants on certain changes in practice and/or policy. Consultation is required where tenants will be 'substantially affected' by a change in practice and/or policy in relation to the way that housing is managed.
2. The Council agreed allocation policies for previous phases of the South Kilburn regeneration programme which set the Council's policies for the allocation of replacement homes to Secure Tenants living in previous phases of the South Kilburn regeneration programme. They also set out the Council's policies for seeking possession from Secure Tenants living in homes in previous phases of the South Kilburn regeneration programme (and which were/are being demolished as part of the South Kilburn regeneration programme).
3. The Council has developed a new Allocation Policy specifically for Secure Tenants living in Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only) of the South Kilburn regeneration programme. The draft Allocation Policy for Secure Tenants living in Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only) sets out the Council's proposed policy for the allocation of replacement homes to Secure Tenants currently living in homes located in Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only) and which will be demolished as part of the South Kilburn regeneration programme. It also sets out the two legal processes on which the Council will rely in order to secure possession of homes occupied by Secure Tenants in Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only): Court proceedings under Ground 10A of Schedule 2 of the Housing Act 1985 or a CPO, which are explained at the beginning of this booklet.
4. This section of the booklet includes a copy of the draft Allocation Policy for Secure Tenants with homes in Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only), South Kilburn.

What do I need to do?

5. You do not need to do anything; however, as a Secure Tenant of Hereford House, Exeter Court or 4 to 26 Stuart Road (even numbers only), this directly affects you so the Council is consulting you about the details of the draft Allocation Policy for Secure Tenants with homes in Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only).
6. Therefore, you are invited to make comments on the draft Allocation Policy before it is finally agreed. Please fill in the enclosed form or write them on your own paper, with your name and address, and return it to the Council at the following address:

Marie Frederick, Estate Regeneration Team,
South Kilburn Area Office, Community Resource Centre,
William Dunbar House, Albert Road, South Kilburn, London, NW6 5DE

The final date for comments to be received is 5pm on Wednesday, 29 April 2015.

7. The Council must then consider any comments in advance of finally agreeing the Allocation Policy for Secure Tenants with homes Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only).



**ALLOCATION POLICY FOR SECURE TENANTS WITH HOMES IN
HEREFORD HOUSE, EXETER COURT
& 4 to 26 STUART ROAD (EVEN NUMBERS ONLY) SOUTH KILBURN**

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1. Introduction
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11. Home Loss and Disturbance Payments
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Appendix 1: Homes within South Kilburn

Appendix 2: Home Loss and Disturbance Policy

1. INTRODUCTION

- 1.1. This document sets out the policy for the allocation of replacement homes to Secure Tenants currently living in homes within Hereford House, Exeter Court and 4 to 26 Stuart Road (even numbers only), South Kilburn which will be demolished as part of the South Kilburn regeneration programme.

2. TERMS USED IN THIS POLICY

In this policy the following terms will have the following meanings.

- 2.1. **4 to 26 Stuart Road** means homes in 4 to 26 Stuart Road, NW6 5LT (even numbers only) which are due for demolition as part of the South Kilburn regeneration programme.
- 2.2. **Bronte and Fielding Redevelopment Site** means homes to be built in the Bronte House and Fielding House Site on Kilburn Park Road, as part of Phase 2a of the South Kilburn regeneration programme. The Bronte and Fielding Redevelopment Site includes 103 affordable homes, of which 49 homes have one bedroom, 38 homes have two bedrooms, 12 homes have three bedrooms and 4 homes have four bedrooms
- 2.3. **Decent Homes** means homes that meet the current statutory minimum standard for housing, homes that are in a reasonable state of repair and homes that have reasonably modern facilities and services
- 2.4. **Disturbance Payment** means a payment for removal and other expenses that the Council makes to Secure Tenants in accordance with Council policy (including the Land Compensation Act 1973)
- 2.5. **Hereford and Exeter** means homes in Hereford House, Carlton Vale, NW6 5QH and Exeter Court, Cambridge Road, NW6 5AJ, which are due for demolition as part phase 3a of the South Kilburn regeneration programme
- 2.6. **Home Loss Payment** means a payment that is made to Secure Tenants in accordance with the Land Compensation Act 1973
- 2.7. **Registered Provider** means a provider of social housing (previously referred to as a 'housing association' or a 'registered social landlord'), as defined in section 80 of the Housing and Regeneration Act 2008.
- 2.8. **Relocation Processes** means the two legal processes which the Council will use to gain possession of existing homes being (a) possession proceedings pursuant to section 84 and Ground 10A in schedule 2 of the Housing Act 1985 or (b) taking possession pursuant to a confirmed compulsory purchase order
- 2.9. **Secure Tenants** means those people who let their homes from the Council on Secure Tenancies as defined in the Housing Act 1985 and who the Council have a duty to rehouse
- 2.10. **Site 11b Redevelopment Site** means homes to be built on the site of the former British Legion and Albert Road Day Care Centre. Site 11b Redevelopment Site includes 28 affordable

homes, of which 11 homes have one bedroom, 10 homes have two bedrooms, 6 homes have three bedrooms and 1 home has four bedrooms.

- 2.11. **Suitable Offer** means one offer of alternative accommodation that meets or, at the discretion of the Council, exceeds the housing need of the Secure Tenant and their household that is either:
- (a) A permanent move within South Kilburn to a replacement home within the South Kilburn regeneration programme; **or**
 - (b) A permanent move within South Kilburn to a replacement home that is an existing Council property that is not due for demolition as part of the South Kilburn regeneration programme; **or**
 - (c) A permanent move outside South Kilburn; **or**
 - (d) A temporary move within South Kilburn until the home that the Secure Tenant is temporarily occupying becomes due for demolition as part of the South Kilburn regeneration programme
- 2.12. **South Kilburn** means homes listed in Appendix 1 including both homes due for demolition under the South Kilburn regeneration programme and those not due for demolition
- 2.13. **The Council** means Brent Council

3. HOMES AND PEOPLE AFFECTED

- 3.1. This policy affects Secure Tenants living in homes within Hereford and Exeter and 4 to 26 Stuart Road which are due for demolition as part of the South Kilburn regeneration programme. Where it is possible to do so, Secure Tenants living in homes within Hereford and Exeter and 4 to 26 Stuart Road will be offered a replacement affordable home within the Bronte and Fielding Redevelopment Site or the Site 11b Redevelopment Site, though this cannot be guaranteed by the Council. However, all Secure Tenants living in homes within Hereford and Exeter and 4 to 26 Stuart Road will be made one Suitable Offer of alternative accommodation in accordance with this policy.

4. HOUSING NEEDS ASSESSMENT

- 4.1. In autumn 2014 the Estate Regeneration Team completed a needs assessment form with each Secure Tenant living in Hereford and Exeter which assessed the current circumstances of the Secure Tenant, the potential changes to their circumstances, medical and other needs as well as recording any preferences that the Secure Tenant may have. In March 2015 the Estate Regeneration Team completed a housing needs assessment form with each Secure Tenant living in 4 to 26 Stuart Road.
- 4.2. The information on this form will be entered onto the Council's 'Locata' bidding system. The Locata bidding system will be used by the Council to keep a clear record of all Secure Tenants requiring rehousing. All offers of replacement homes to Secure Tenants will be recorded on this system.
- 4.3. Whilst the housing needs assessment form records Secure Tenants preferences, the Council cannot guarantee such preferences will be met.

5. SIZE AND TYPE OF REPLACEMENT HOMES

- 5.1. The size and type of the replacement home offered to a Secure Tenant will depend on a Secure Tenant's household make up. The Council's allocation policy that is in force at the time that the Suitable Offer is made will be used to decide the size of home for which Secure Tenants are eligible. The Council's current allocation policy is the Brent Housing Allocation Policy 2013 (amended November 2014) that adopts the Government's bedroom standard and, as such, provides that the following should have one bedroom:
- Married, civil partnership or cohabiting couples
 - Single people more than 21 years old
 - Each pair of children or young people aged between 10 to 20 years old of the same gender
 - Each pair of children under 10 years old, regardless of gender
 - Any unpaired person aged 10 to 20 years old is paired, if possible, with a child under 10 of the same sex, or, if that is not possible, he or she is given a separate bedroom, as is any unpaired child under 10 years old.
- 5.2. In the following circumstances, the Council will offer a Secure Tenant a larger replacement home than that which they would otherwise be entitled under the Brent Housing Allocation Policy 2013 (amended November 2014). These are:
- 5.2.1. Where a Secure Tenant or a member of their household requires larger accommodation on health grounds. For example, this may apply where a Secure Tenant or a member of their household needs their own bedroom for medical reasons or needs a carer/personal assistant or some special bulky medical equipment. These will be considered on a case by case basis, taking into account the advice of the Council's District Medical Officer and reports from relevant adult/children social services.
- 5.2.2. Where a Secure Tenant, at the time that the housing needs assessment was undertaken, has two children of different sexes under 10 years old but where one or both of those children will be 10 years old or above by the time that the Secure Tenant will move into the replacement home.
- 5.2.3. Where a Secure Tenant requires larger accommodation as they are an approved Council foster carer and/or adopter. In order for a Secure Tenant to be allocated a larger accommodation in these circumstances, the Estate Regeneration Team will require evidence from the Council's Children Service confirming the Secure Tenant has been approved as a Council foster carer and/or adopter and that they are in a position to take one or more placements. These will be considered on a case by case basis by working closely with the Council's Children's Service.
- 5.2.4. Where a Secure Tenant, at the time that the housing needs assessment was undertaken, has a young person under 21 years old, who would be required to share a bedroom based on the Brent Housing Allocation Policy 2013 (amended November 2014), but the young person will be aged 21 years or above by the time that the Secure Tenant will move into the replacement home.
- 5.3. Immediately following the adoption by the Council of the Allocation Policy to be used for Secure Tenants living in Hereford and Exeter and 4 to 26 Stuart Road, the Estate Regeneration Team will write to those Secure Tenants.
- 5.3.1. The size of the replacement home that a Secure Tenant and their household will be offered;

- 5.3.2. Any preferences that the Secure Tenant expressed during the housing needs assessment (although the Council cannot guarantee such preferences will be met);
- 5.3.3. If an occupational therapy assessment is required.
- 5.4. If an occupational therapy assessment is required, the Council will arrange for this to be undertaken as soon as practicable after the date of the letter referred to in paragraph 5.3. Following receipt of the occupational therapist's report, the Council will write to the Secure Tenant confirming the occupational therapist's recommendations and provide the Secure Tenant with a copy of the report.
- 5.5. The Council will make a Suitable Offer to each Secure Tenant living in Hereford and Exeter and 4 to 26 Stuart Road not less than six (6) months notice before the time they need to move, but it may be earlier. The Suitable Offer will be made in accordance with paragraph 7 of this policy.
- 5.6. **Needs Plus**
- 5.6.1. Needs Plus is intended as an incentive for the loss of a larger property and adjusts the basic housing needs assessment to offer one bedroom more than the Secure Tenant would otherwise qualify for. The Needs Plus principle will only apply to Secure Tenants that satisfy both of the following:
- 1) Secure Tenants living in a home with 3 bedrooms or more where the Secure Tenant's household has more bedrooms than are needed based on the housing needs assessment criteria set out above; and
 - 2) Secure Tenants that have the ability to pay the rent on a replacement home larger than they need.
- For example:
- a single person or a couple living in a three (3) bedroom home will be offered a two (2) bedroom replacement home if they have the ability to pay the rent on a replacement home larger than they need. However, the option of moving to a one bedroom replacement home will be open at the request of the Secure Tenant, subject to availability.
- The Needs Plus principle is at the Council's discretion. The Council will determine which Secure Tenant is to be offered a replacement home with one bedroom more than the Secure Tenant would otherwise qualify for.
- 5.6.2. The Government introduced size and criteria for social housing as part of welfare reform that cut the amount of housing benefit that people are entitled to if they are considered to have a spare bedroom. Therefore, Secure Tenants who opt for a larger home under the Needs Plus principle outlined above must have the ability to pay the rent on a replacement home larger than they need.
- 5.6.3. Secure Tenants currently living in a two (2) bedroom home who only qualify for a one (1) bedroom home will not be offered a two (2) bedroom home unless there are medical reasons to allocate a replacement home with more bedrooms than would otherwise be allocated.
- 5.7. **Splitting Households**

- 5.7.1. If there is a shortage of larger homes in the Bronte and Fielding Redevelopment Site and the Site 11b Redevelopment Site or other alternative accommodation offered in line with this policy for relocating Secure Tenants from Hereford and Exeter and 4 to 26 Stuart Road, the Council may ask those Secure Tenants whose household composition is such that members of the household could be separately housed to take two smaller homes rather than one large replacement home.

For example,

A Secure Tenant who, on the housing needs assessment criteria, should be allocated a five or six bedroom home could be considered for two smaller homes if one adult member and other household members are re-housed separately.

- 5.7.2. The Council will not be bound to make or receive any such requests for splitting households and will only ask a household to split if replacement homes for the split household are available.
- 5.7.3. Where a household split is being explored, the Council will refer the request to its general Allocations Panel, which is part of the Council's general housing policy across the borough, for consideration and verification of the adult household member(s) being considered for separate rehousing to ensure they do not have an interest in another property either through ownership (including part), renting, through marriage or any other way.
- 5.7.4. Where a household split request is made or accepted by the Council, usually only the Secure Tenant who gives up their existing home will receive a statutory home loss and disturbance payment unless other payments are due in accordance with the law.

6. CHANGE OF CIRCUMSTANCES

- 6.1. Once a housing needs assessment has been carried out with each Secure Tenant, this information will be included in the detailed planning of the allocation of replacement homes in the Bronte and Fielding Redevelopment Site and the Site 11b Redevelopment Site or other alternative accommodation offered in line with this policy. If a Secure Tenant's circumstances change such that their housing need will be different from that set out in the Council's letters referred to in paragraphs 5.3 and/or 5.4 of this policy, the Secure Tenant must confirm these changes in person or in writing to the Estate Regeneration Team, providing all relevant documentation. For example, if a Secure Tenant or a member of their household is expecting a baby, the Secure Tenant would be required to provide a copy of the Expected Date of Confinement Certificate to the Estate Regeneration Team and a full copy of the birth certificate once the child is born. In such circumstances, the Council will make another offer of an alternative home on the basis that it is a Suitable Offer meeting the needs of the Secure Tenant.
- 6.2. The Council reserves the right, acting reasonably, to refuse to accept any changes to a Secure Tenant's household composition which would mean providing a larger replacement home. However such consideration would only be considered in exceptional circumstances.

7. RE-HOUSING PROCESS & OPTIONS

- 7.1. **One Suitable Offer**

All Secure Tenants living within Hereford and Exeter and 4 to 26 Stuart Road will be made one Suitable Offer of alternative accommodation in line with the definition at paragraph 2.11 of this policy.

7.2. How allocations will be prioritised

7.2.1. The Council will seek to ensure that Secure Tenants are fairly prioritised in the re-housing process.

7.2.2. In making the Suitable Offer of a replacement home to Secure Tenants, in order to ensure that Secure Tenants are fairly prioritised, the Council will adopt the following prioritisation procedure:

- 1) First priority will be given to those Secure Tenants whose housing need matches the replacement home available (e.g. one bedroom or two bedrooms or more, medical or other needs);
- 2) Second priority will be given to those Secure Tenants who have children under the age of ten;
- 3) Third priority will be given to Secure Tenants whose preference, recorded during the housing needs assessments carried out in autumn 2014 and March 2015 by the Estate Regeneration Team, matches the replacement home available;
- 4) Fourth priority will be given to those Secure Tenants with the longest tenancies.

7.2.3. In the event that, after applying the above criteria, there is still more than one Secure Tenant to whom the replacement home could be allocated, then it will be at the Council's discretion to determine which Secure Tenant is to be allocated to the replacement home.

7.3. Secure Tenants with One Bedroom Housing Needs

Due to a shortage of certain sized replacement homes, mainly new one bedroom homes within the Bronte and Fielding Redevelopment Site and the Site 11b Redevelopment Site, the Council cannot guarantee that Secure Tenants with one bedroom housing needs will be offered a new home within the Bronte and Fielding Redevelopment Site and the Site 11b Redevelopment Site. However, all Secure Tenants with a one bedroom housing need will be made one Suitable Offer of alternative accommodation as follows:

7.3.1. Suitable Offer (permanent) within South Kilburn to a replacement home within the South Kilburn regeneration programme

For some Secure Tenants with a one bedroom housing need, this will mean a Suitable Offer of a permanent new home within the Bronte and Fielding Redevelopment Site or the Site 11b Redevelopment Site, being built as part of the South Kilburn regeneration programme. However, due to the shortage of one bedroom properties, this cannot be guaranteed by the Council. Secure Tenants moving to a permanent new home within the Bronte and Fielding Redevelopment Site and the Site 11b Redevelopment Site will become tenants of Registered Providers. In these sites there will be 60 new one bedroom affordable homes. The

Council will, where possible, give Secure Tenants the preference where, within the Bronte and Fielding Redevelopment Site or the Site 11b Redevelopment Site they would like to live. In this instance, priority will be given in accordance with paragraph 7.2 of this policy. Where it is not possible to accommodate Secure Tenants within the Bronte and Fielding Redevelopment Site or the Site 11b Redevelopment Site the Council may make a Suitable Offer of a permanent replacement home that has already been built as part of the South Kilburn regeneration programme. Such a move may be in advance of a Secure Tenant's existing home being required for redevelopment.

7.3.2. Suitable Offer (permanent) within South Kilburn to a replacement home that is an existing Council property that is not due for demolition as part of the South Kilburn regeneration programme

For some Secure Tenants with a one bedroom housing need, this will mean a Suitable Offer of a permanent home within South Kilburn that is an existing Council property that is not due for demolition as part of the South Kilburn regeneration programme.

7.3.3. Suitable Offer (permanent) outside South Kilburn

For other Secure Tenants with a one bedroom housing need, this will mean a Suitable Offer of a permanent alternative home outside South Kilburn. In this case, Secure Tenants will not have a 'right to return' to a new replacement home on South Kilburn in the future. Where possible, the replacement home will be in the south of the borough of Brent. All replacement homes outside of South Kilburn are likely to meet the Decent Homes standard. Where a Secure Tenant with a one bedroom housing need moves to a permanent Council home outside South Kilburn, the Council will fully decorate the property.

7.3.4. Suitable Offer (temporary) within South Kilburn

Where a Suitable Offer of permanent alternative accommodation within or outside South Kilburn cannot be identified, for other Secure Tenants with a one bedroom housing need, this will mean a Suitable Offer of a temporary home within a block that is due for demolition as part of the South Kilburn regeneration programme. The Secure Tenant will remain in the temporary home until it is required for demolition as part of the South Kilburn Regeneration Programme, at which time the Secure Tenant will be made a Suitable Offer of a new replacement home. This guarantees the Secure Tenant the 'right to return' to a new home built as part of the South Kilburn regeneration programme.

Where a Secure Tenant occupies a temporary home for over twelve months then they may be entitled to a second statutory Home Loss Payment and Disturbance Payment once they move to their permanent new home within the South Kilburn regeneration programme. A second payment of Home Loss Payment and Disturbance Payment will only be made if the Secure Tenant has a legal entitlement to a second payment at the time of the Secure Tenant's move to their permanent new home within the South Kilburn regeneration programme.

Where a Secure Tenant has to move to a temporary home, the Council may carry out improvements works to that home to assist the Secure Tenant to settle in. In some cases the Council may also offer fixtures and fittings as a gift. Where this happens, the Council will not be liable to maintain or repair these items.

7.3.5. A Move Elsewhere within the Borough or outside of Brent

Some Secure Tenants with a one bedroom housing need may wish to move elsewhere within the borough or outside of Brent. In such cases, if the Secure Tenant wishes to do this, this will be noted when the housing needs assessment is done. The Council will be reliant upon Registered Provider and Council partners to source alternative homes. Our partners will be required to offer an annual quota to assist the decanting process for the South Kilburn Regeneration programme. Whilst Secure Tenants may express a preference to move elsewhere within the borough or outside of Brent and the Council will assist Secure Tenants to do so, the Council cannot guarantee this outcome. Therefore, the Council will reserve a Suitable Offer for the Secure Tenant in the instance that a move elsewhere within the borough or outside of Brent is not able to be secured within the timescale required by the Council for securing possession of the existing home of the Secure Tenant.

Secure Tenants who wish to move to specialist housing such as sheltered housing will be assisted by way of contact and help to complete the appropriate applications. Secure Tenants who wish to move to the private sector will also be assisted.

7.4. Secure Tenants with Housing Needs of Two Bedrooms or More

7.4.1. Suitable Offer (permanent) within South Kilburn

For some Secure Tenants with a housing need of two bedrooms or more, this will mean a Suitable Offer of a permanent new home within the Bronte and Fielding Redevelopment Site or the Site 11b Redevelopment Site, being built as part of the South Kilburn regeneration programme. Secure Tenants moving to a permanent new home within the Bronte and Fielding Redevelopment Site or the Site 11b Redevelopment Site will become tenants of Registered Providers. In these sites there will be 71 new affordable homes with two bedrooms or more. The Council will, where possible, give Secure Tenants the preference where, within the Bronte and Fielding Redevelopment Site or the Site 11b Redevelopment Site they would like to live. In this instance, priority will be given in accordance with paragraph 7.2 of this policy. Where it is not possible to accommodate Secure Tenants within the Bronte and Fielding Redevelopment Site or the Site 11b Redevelopment Site the Council may make a Suitable Offer of a permanent replacement home that has already been built as part of the South Kilburn regeneration programme. Such a move may be in advance of a Secure Tenant's existing home being required for redevelopment.

7.4.2. Suitable Offer (permanent) within South Kilburn to a replacement home that is an existing Council property that is not due for demolition as part of the South Kilburn regeneration programme

For some Secure Tenants with a housing need of two bedrooms or more, this will mean a Suitable Offer of a permanent home within South Kilburn that is an existing Council property that is not due for demolition as part of the South Kilburn regeneration programme.

7.4.3. Suitable Offer (permanent) outside South Kilburn

For other Secure Tenants with a housing need of two bedrooms or more, this will mean a Suitable Offer of a permanent alternative home outside South Kilburn, at the request of the Secure Tenant. In this case, Secure Tenants will not have a 'right to

return' to a new replacement home on South Kilburn in the future. Where possible, the replacement home will be in the south of the borough of Brent. All replacement homes outside of South Kilburn are likely to meet the Decent Homes standard. Where a Secure Tenant with a housing need of two bedrooms or more moves to a permanent Council home outside South Kilburn, the Council will fully decorate the property.

7.4.4. Suitable Offer (temporary) within South Kilburn

For other Secure Tenants with a housing need of two bedrooms or more, this will mean a Suitable Offer of a temporary home within a block that is due for demolition as part of the South Kilburn regeneration programme. The Secure Tenant will remain in the temporary home until it is required for demolition as part of the South Kilburn Regeneration Programme, at which time the Secure Tenant will be made a Suitable Offer of a new replacement home. This guarantees the Secure Tenant the 'right to return' to a new home built as part of the South Kilburn regeneration programme.

Where a Secure Tenant occupies a temporary home for over twelve months then they may be entitled to a second statutory Home Loss Payment and Disturbance Payment once they move to their permanent new home within the South Kilburn regeneration programme. A second payment of Home Loss Payment and Disturbance Payment will only be made if the Secure Tenant has a legal entitlement to a second payment at the time of the Secure Tenant's move to their permanent new home within the South Kilburn regeneration programme.

Where a Secure Tenant has to move to a temporary home, the Council may carry out improvements works to that home to assist the Secure Tenant to settle in. In some cases the Council may also offer fixtures and fittings as a gift. Where this happens, the Council will not be liable to maintain or repair these items.

7.4.5. A Move Elsewhere within the Borough or outside of Brent

Some Secure Tenants with housing needs of two bedrooms or more may wish to move elsewhere within the borough or outside of Brent. In such cases, if the Secure Tenant wishes to do this, this will be noted when the housing needs assessment is done. The Council will be reliant upon Registered Provider and Council partners to source alternative homes. Our partners will be required to offer an annual quota to assist the decanting process for the South Kilburn regeneration programme. Whilst Secure Tenants may express a preference to move elsewhere within the borough or outside of Brent and the Council will assist Secure Tenants to do so, the Council cannot guarantee this outcome. Therefore, the Council will reserve a Suitable Offer for the Secure Tenant in the instance that a move elsewhere within the borough or outside of Brent is not able to be secured within the timescale required by the Council for securing possession of the existing home of the Secure Tenant.

Secure Tenants who wish to move to specialist housing such as sheltered housing will be assisted by way of contact and help to complete the appropriate applications. Secure Tenants who wish to move to the private sector will also be assisted.

- 7.5. If, after rehousing all Secure Tenant living in Hereford and Exeter and 4 to 26 Stuart Road in accordance with this policy, there are affordable homes within the Bronte and Fielding Redevelopment Site and the Site 11b Redevelopment Site that remain to be allocated, the Council may make an offer of alternative accommodation to Secure Tenants living in the

next phase(s) of the South Kilburn regeneration programme whose housing need matches the replacement homes available.

8. LEGAL PROCESS FOR RELOCATION OF SECURE TENANTS

- 8.1. The Council will consult with its Secure Tenants to agree voluntary relocation in accordance with this policy. The Council anticipates that the majority of Secure Tenants in Hereford and Exeter and 4 to 26 Stuart Road will move to their replacement homes voluntarily. However, to provide certainty that the Council can deliver its programme of regeneration on time, for those Secure Tenants in Hereford and Exeter and 4 to 26 Stuart Road who refuse to move to their replacement homes, the Council will seek possession by Court proceedings under the Housing Act Schedule 2 Ground 10A. This method will be used by the Council for Secure Tenants in Hereford and Exeter and 4 and 26 Stuart Road until the Council has confirmation of a Compulsory Purchase Order (CPO) in respect of the homes concerned. After that point, and even if the Council are part way through the Ground 10A process, the Council shall proceed to secure possession by agreement or using the compulsory purchase powers derived from the confirmed CPO in place of the Ground 10A process. The only circumstances in which the Council may continue to use the Ground 10A process, following confirmation of a CPO, is if the Council consider that continuing to use the Ground 10A process is likely to result in it recovering possession of the property more swiftly than using its compulsory purchase powers. The Ground 10A process and the CPO process are summarised below in paragraphs 8.3 and 8.4.
- 8.2. Nothing in this allocation policy prevents the Council from continuing to manage homes occupied by Secure Tenants in Hereford and Exeter and 4 to 26 Stuart Road in accordance with its usual policies and procedures. This may include the Council commencing possession proceedings against a Secure Tenant based on grounds for possession that do not include Ground 10A. The other grounds for possession are set out in Schedule 2 of the Housing Act 1985 and include grounds relating to rent arrears and antisocial behaviour.

At the time that the Council needs possession of a home in order to deliver its programme of regeneration, the Council may have already:

- (i) commenced possession proceedings based on grounds for possession that do not include Ground 10A; or
- (ii) be taking, be entitled to take or become entitled to take enforcement action for a breach of a Suspended Order for Possession, where the grounds for possession which resulted in the Order did not include Ground 10A.

If this is the case, the Council may pursue those proceedings or enforcement action instead of, or in addition to, using the Ground 10A process and/or using the compulsory purchase powers derived from the confirmed CPO.

If the Council secures possession of a home in reliance on an order for possession which is based on grounds for possession that do not include Ground 10A, the Council shall not be obliged to re-house the Secure Tenant in replacement accommodation in accordance with this allocation policy.

8.3. Ground 10A

- 8.3.1. Under Ground 10A and Part V of Schedule 2 to the Housing Act 1985, the Council would need to:

- 1) Serve consultation notices on the Secure Tenants within Hereford and Exeter and 4 to 26 Stuart Road. The notice will explain the main features of the proposed scheme, that the Council intends to apply to the Secretary of State for approval of the scheme and the effect of receiving this approval would result in possession proceedings brought in connection with homes occupied by Secure Tenants within Hereford and Exeter and 4 to 26 Stuart Road.
- 2) Secure Tenants will have 28 days from service of the notice to make representations to the Council about the proposal and then consider all representations during that period.
- 3) Apply to the Secretary of State for approval of the schemes (for the purposes of Ground 10A), in accordance with the procedure set out in Part V of Schedule 2 of the Housing Act 1985.
- 4) When it wishes to secure possession of a home from a Secure Tenant, and subject to it having received Secretary of State approval, serve a notice seeking possession on the affected Secure Tenant and make them a Suitable Offer of alternative accommodation. The Council will try to give Secure Tenants 6 months notice before it requires possession of the Secure Tenant's current home but this may not be possible in all cases and possession proceedings may commence before the end of the 6 months for some Secure Tenants who refuse a Suitable Offer of a replacement home. However, if a Secure Tenant believes the Council's offer of a replacement home is not a Suitable Offer, they will have the right to appeal under the process outlined in paragraph 12 of this policy; and
- 5) Apply to the Court for repossession of a Secure Tenant's home if the Secure Tenant, having received a notice seeking possession and a Suitable Offer of alternative accommodation, does not voluntarily move out of their home.

8.4. **Compulsory Purchase Order**

- 8.4.1. The Council's policy is to secure the regeneration of South Kilburn in accordance with a phased programme. Use of Ground 10A cannot by itself secure this aim. Therefore, in addition to the use of Ground 10A outlined above, the Council will also promote a Compulsory Purchase Order (CPO) under section 226(1)(a) of the Town and Country Planning Act 1990 to acquire all interests in land surrounding and including Hereford and Exeter and 4 to 26 Stuart Road which are due for demolition as part of the South Kilburn regeneration programme.
- 8.4.2. The land to be acquired will include properties occupied by Secure Tenants. The CPO will be relied upon to obtain possession if possession of properties cannot be obtained to ensure timely delivery of the comprehensive regeneration proposals by securing vacant possession of blocks due for demolition under the South Kilburn regeneration programme which gives certainty of timing to enable the phased process of regeneration and the delivery of new homes to continue.
- 8.4.3. Under section 226(1)(a) of the Town and Country Planning Act 1990 the Council will:
 - 1) Serve a Section 16 requisition notice on the Secure Tenants advising of the Council's intention to acquire land which includes their existing home. This notice is a legal document and Secure Tenants must complete the document

detailing their interest in the property and also detail who else has an interest in the property such as other members of the household.

- 2) Secure Tenants will then receive a copy of the draft CPO and a notice explaining its effects. Secure Tenants will be advised at that stage that they can voice their objections to the CPO and that these objections will be sent to the appropriate government minister. If there are objections there will be an inquiry and an inspector will make a decision on whether or not the CPO should be confirmed.
- 3) Make Secure Tenants a Suitable Offer of alternative accommodation. If a Secure Tenant believes the Council's offer of a replacement home is not a Suitable Offer, they will have the right to appeal in line with the process outlined in paragraph 12.3 of this policy.
- 4) If the CPO is confirmed, either with or without a public inquiry, serve a Notice to Treat and notice of entry on the Secure Tenants specifying a date for possession. These are legal documents that the Council may serve on Secure Tenants which gives the Council the right to enter and take possession of the existing home of the Secure Tenant, in order to ensure the timely delivery of that property for regeneration.
- 5) Enforce the CPO to take possession of the home if a Secure Tenant fails to move to their replacement home. Under CPO the Notice of Entry will be enforced and possession obtained by County Court enforcement officers.

9. RENT LEVELS OF NEW AFFORDABLE HOMES ON SOUTH KILBURN

- 9.1. Secure Tenants who are allocated a new replacement home in South Kilburn will pay higher rent than their existing Council property.

This is due to two reasons:

- 1) Council rents are below the rents charged by Registered Providers, which are known as target rents;
- 2) The higher value associated with a quality new build home, compared with an existing Council property, will be reflected in a higher target rent.

Annual rent increases for the new replacement homes will, like Council rents, be in line with the Government's recently issued guidance on social rent, which currently provides that annual rent increases will be limited to the Consumer Price Index plus one per cent.

This will mean that there will always be a difference in the rent charged for existing Council properties in South Kilburn, compared with new homes for rent from Registered Providers, built as part of the South Kilburn regeneration programme. Secure Tenants who are allocated a new replacement home in South Kilburn under this policy will pay the relevant target rent from the tenancy start date.

- 9.2. In the case of Secure Tenants that move elsewhere within the borough or outside of Brent or move to specialist housing such as sheltered housing, rent levels for homes will vary according to the location and the landlord.

10. TENANT'S CHOICE ON INTERIOR FITTING OF NEW HOMES

- 10.1. Secure Tenants who are allocated a new replacement home within South Kilburn may be invited to select certain 'tenant's choice' items. Whilst tenant's choice items will be different on the Bronte and Fielding Redevelopment Site and the Site 11b Redevelopment Site, they will usually include items such as kitchen units, wall paint colours, tiling and floor coverings. Each Registered Provider will have a different range of choices for their specific developments.

11. HOME LOSS AND DISTURBANCE PAYMENTS

- 11.1. The Home Loss and Disturbance Policy for Secure Tenants with Homes in South Kilburn is attached at Appendix 2.

12. APPEALS PROCEDURES

APPEALS PROCEDURE WHERE NO CPO HAS BEEN CONFIRMED

12.1. Stage One Appeal: no CPO confirmed

- If a Secure Tenant believes the Council's offer of a replacement home is not a Suitable Offer, they will have the right to appeal the offer within 10 working days of the Council making the offer to the Secure Tenant. Secure Tenants will be notified on the timescales for appeal and who to send an appeal to at the point they are made a Suitable Offer of a replacement property.
- If a Secure Tenant wishes to make an appeal, the Secure Tenant must write to the Council at the address below:
 - stating that they do not believe the Council's offer is a Suitable Offer;
 - specifying the reasons why they believes the offer is not a Suitable Offer;
 - enclosing any evidence to support their belief that the offer is not a Suitable Offer (e.g. medical evidence) and;
 - stating that they wish to appeal against the Council's offer.
- Appeals should be sent to:
Estate Regeneration Re-housing Manager
Community Resource Centre, William Dunbar House, Albert Road, Kilburn, NW6 5DE
- If an appeal is received within the allowed time limit, the Estate Regeneration Re-housing Manager will assess the appeal in light of the information provided and taking into account the individual circumstances of the Secure Tenant and their household members.
- If the Estate Regeneration Re-housing Manager agrees with the Secure Tenant's appeal (e.g. on medical grounds) the Council will inform the Secure Tenant and at the same time make another offer of an alternative home on the basis that it is a Suitable Offer meeting the needs of the Secure Tenant.
- If the Estate Regeneration Re-housing Manager does not agree with the Secure Tenant making the appeal, the Secure Tenant will be informed of the decision within 10 working days of the Council receiving the Secure Tenant's appeal.

12.2. Stage Two Appeal: no CPO confirmed

- If the Secure Tenant wishes to appeal the Estate Regeneration Re-housing Manager's decision and a CPO has not been confirmed in relation to the Secure Tenant's existing home, the Secure Tenant must do so within 10 working days of having received such decision by writing to the Estate Regeneration Programme Manager at the address below:
 - specifying the reasons why they do not agree with the Estate Regeneration Re-housing Manager's decision and
 - enclosing any further evidence to support their belief that the Council's offer is not a Suitable Offer (e.g. medical evidence) and
 - stating that they wish to make a further appeal against the Council's offer.
- Further appeals should be sent to:
Estate Regeneration Programme Manager,
Community Resource Centre, William Dunbar House, Albert Road, Kilburn, NW6 5DE
- If a further appeal is received within the allowed time, the Estate Regeneration Programme Manager will assess the appeal in light of the information provided and taking into account the individual circumstances of the Secure Tenant and their household.
- If the Estate Regeneration Programme Manager agrees with the Secure Tenant's further appeal (e.g. on medical grounds) the Council will inform the Secure Tenant and at the same time make another offer of an alternative home on the basis that it is a Suitable Offer meeting the needs of the Secure Tenant.
- If the Estate Regeneration Programme Manager does not agree with the Secure Tenant making the appeal, the Secure Tenant will be informed of the decision within 10 working days of the Council receiving the Secure Tenant's further appeal. The Council will expect the Secure Tenant to move to the home set out in the Suitable Offer. If the Secure Tenant does not then the Council will take all necessary steps to secure possession of the Secure Tenant's home as summarised at paragraph 8 above.

APPEALS PROCEDURE WHERE A CPO HAS BEEN CONFIRMED

12.3. Stage One Appeal: where CPO is confirmed

- If a Secure Tenant believes the Council's offer of a replacement home is not a Suitable Offer, they will have the right to appeal the offer within 10 working days of the Council making the offer to the Secure Tenant. Secure Tenants will be notified on the timescales for appeal at the point they are made a Suitable Offer of a replacement property.
- If a Secure Tenant wishes to make an appeal, the Secure Tenant must write to the Council at the address below:
 - stating that they do not believe the Council's offer is a Suitable Offer;
 - specifying the reasons why they believes the offer is not a Suitable Offer;
 - enclosing any evidence to support their belief that the offer is not a Suitable Offer (e.g. medical evidence) and;
 - stating that they wish to appeal against the Council's offer.

- Appeals should be sent to:
Estate Regeneration Re-housing Manager
Community Resource Centre, William Dunbar House, Albert Road, Kilburn, NW6 5DE
- If an appeal is received within the allowed time limit, the Estate Regeneration Re-housing Manager will assess the appeal in light of the information provided and taking into account the individual circumstances of the Secure Tenant and their household members.
- If the Estate Regeneration Re-housing Manager agrees with the Secure Tenant's appeal (e.g. on medical grounds) the Council will inform the Secure Tenant and at the same time make another offer of an alternative home on the basis that it is a Suitable Offer meeting the needs of the Secure Tenant.
- If the Estate Regeneration Re-housing Manager does not agree with the Secure Tenant making the appeal, the Secure Tenant will be informed of the decision within 10 working days of the Council receiving the Secure Tenant's appeal.

12.4. **Stage Two Appeal: where CPO is confirmed**

- If the Secure Tenant wishes to appeal the Estate Regeneration Re-housing Manager's decision and a CPO has been confirmed in relation to the Secure Tenant's existing home, the Secure Tenant must do so within 10 working days of having received such decision by writing to the Estate Regeneration Programme Manager at the address below:
 - specifying the reasons why they do not agree with the Estate Regeneration Re-housing Manager's decision and
 - enclosing any further evidence to support their belief that the Council's offer is not a Suitable Offer (e.g. medical evidence) and
 - stating that they wish to make a further appeal against the Council's offer.
- Appeals should be sent to:
Estate Regeneration Programme Manager
Community Resource Centre, William Dunbar House, Albert Road, Kilburn, NW6 5DE
- If a further appeal is received within the allowed time, the Estate Regeneration Programme Manager will refer the appeal to an independent review body to be appointed by the Council and notified to Secure Tenants prior to any such appeal arising. The independent review body will carefully review the Suitable Offer made to the Secure Tenant and any representation made by the Council and will advise the Estate Regeneration Programme Manager whether it considers that the Suitable Offer is suitable alternative residential accommodation on reasonable terms within the meaning of section 39 of the Land Compensation Act 1973 within 15 working days of the independent review body receiving from the Estate Regeneration Programme Manager a copy of the Secure Tenant's further appeal.
- Within 10 working days of receiving the view of the independent review body:
 - the Estate Regeneration Programme Manager will assess the appeal taking into account the view of the independent review body, the information provided by the Secure Tenant and the individual circumstances of the Secure Tenant and their household and decide whether they agree with the Secure Tenant's further appeal and;

- the Council will inform the Secure Tenant of the decision of the Estate Regeneration Programme Manager and, if the Estate Regeneration Programme Manager agrees with the Secure Tenant's further appeal, the Council will make another offer of an alternative home on the basis that it is a Suitable Offer meeting the needs of the Secure Tenant.
 - If the independent review body does not consider that the Suitable Offer is suitable alternative residential accommodation on reasonable terms within the meaning of section 39 of the Land Compensation Act 1973, in most cases it is likely that the Estate Regeneration Programme Manager will agree with the view of the independent review body, agree to the Secure Tenant's further appeal and make an alternative offer. There may be circumstances, however, in which the Estate Regeneration Programme Manager disagrees with the decision of the independent review body and decides not to do so. If this is the case, when the Council writes to the Secure Tenant to notify them of the outcome of their further appeal, the Council will explain why it disagrees with the view of the independent review body.
 - If the independent review body considers that the Suitable Offer is suitable alternative residential accommodation on reasonable terms within the meaning of section 39 of the Land Compensation Act 1973, it is likely that the Estate Regeneration Programme Manager will agree with the view of the independent review body and not agree with the Secure Tenant's further appeal. Where the Estate Regeneration Programme Manager does not agree with the Secure Tenant's further appeal, the Council will expect the Secure Tenant to move to the home set out in the Suitable Offer. If the Secure Tenant does not then the Council will take all necessary steps to secure possession of the Secure Tenant's home as summarised at paragraph 8 above.
- 12.5. Secure Tenants can also seek the advice from a Citizens Advice Bureau/ Law Centre Solicitor or the independent Resident and Tenants Advisor, First Call, who can be contacted on Freephone 0300 365 7150.

Appendix 1

HOMES WITHIN SOUTH KILBURN

Homes Already Delivered under the South Kilburn Regeneration Programme	Existing Buildings to be Retained
1 to 13 Bristol Walk	1 to 96 Carlton House
1, 3, 5 & 7 Chichester Road	129 to 136 Carlton House
4 to 17 Gorefield Place	Allington Road
5 to 153 Cambridge Avenue (odds only)	Alpha House
Falconbrook Court	Canterbury Court
Franklin House	Chamberlayne Mansions
George House	Chichester House
Granville Homes	Chichester Road
Hansel Road	Claremont Road
Hollister House	Gorefield House
Merle Court	Hampton Close
Swift House	Kilburn Lane
Thames Court	Malvern Road
Walbrook Court	Princess Road
	Stafford Close
	The Quadrant
	William Dunbar House
	William Saville House

Appendix 2

HOME LOSS AND DISTURBANCE POLICY FOR SECURE TENANTS WITH HOMES IN SOUTH KILBURN

Contents

1. Introduction
2. Terms Used in this Policy
3. People Affected
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7. Disturbance Payments – Key Principles
8. Home Loss Payments Procedure
9. Disturbance Payments Procedure
10. Appeals Procedure for Disturbance Claims

1. INTRODUCTION

- 1.1 This document sets out the policy and procedure for the making of Home Loss Payments and Disturbance Payments to Secure Tenants, who are entitled to such payments in accordance with Council policy (including the Land Compensation Act 1973), currently living in homes within Hereford and Exeter and 4 to 26 Stuart Road, South Kilburn which will be demolished as part of the South Kilburn regeneration programme. The aim of the policy is to ensure effective and consistent arrangements for the making of Home Loss Payments and Disturbance Payments.

2. TERMS USED IN THIS POLICY

- 2.1 **4 to 26 Stuart Road** means homes in 4 to 26 Stuart Road, NW6 5LT (even numbers only) which are due for demolition as part of the South Kilburn regeneration programme.
- 2.2 **Disturbance Payment** means a payment for removal and other expenses that the Council makes to Secure Tenants in accordance with Council policy (including the Land Compensation Act 1973)
- 2.3 **Hereford and Exeter** means homes in Hereford House, Carlton Vale, NW6 5QH and Exeter Court, Cambridge Road, NW6 5AJ, which are due for demolition as part of the South Kilburn regeneration programme
- 2.4 **Home Loss Payment** means a payment that is made to Secure Tenants in accordance with the Land Compensation Act 1973
- 2.5 **Secure Tenants** means those people who let their homes from the Council on Secure Tenancies as defined in the Housing Act 1985 and who the Council have a duty to rehouse
- 2.6 **The Council** means Brent Council

3. PEOPLE AFFECTED

- 3.1 This policy affects Secure Tenants living in homes within South Kilburn which will be demolished as part of the South Kilburn regeneration programme.

4. HOME LOSS AND DISTURBANCE PAYMENTS POLICY

- 4.1 The Council will pay Home Loss Payments and Disturbance Payment to Secure Tenants who lose their homes as part of the South Kilburn regeneration programme. Not all Secure Tenants who lose their homes will be entitled to Home Loss Payments and Disturbance Payments.
- 4.2 Secure Tenants who move out of their homes, provided that they have lived there for at least 12 months before their move and it is their only or principal home, will be eligible for a Home Loss Payment which is currently £4,900 but which may change in line with government legislation over the period of the regeneration. The Council will always pay the rate which applies at the time of the Secure Tenant's move.

- 4.3 Home Loss Payments and Disturbance Payments will be dealt with after the move to the new home when claim forms should be submitted, as set out in this policy.
- 4.4 Secure Tenants who are joint tenants are only entitled to one Home Loss Payment and Disturbance Payment, which can be paid in equal shares to both parties where requested in writing by them.
- 4.5 The borough-wide housing policy that allows Secure Tenants who down size to a smaller property for a financial incentive does not apply to Secure Tenants of South Kilburn if they receive a statutory Home Loss Payment.
- 4.6 Secure Tenants who wish to move to the private sector as outlined in paragraphs 7.3.5 and 7.4.5 of the Allocation Policy for Secure Tenants with homes in Hereford House and Exeter Court and 4 to 26 Stuart Road will receive Home Loss Payments and Disturbance Payments as required by law.
- 4.7 Where Secure Tenants moves temporarily within South Kilburn to a home that will become due for demolition under the South Kilburn regeneration programme and occupy this temporary property in excess of twelve months, then they may be entitled to a second statutory Home Loss payment once they move to their new home within the South Kilburn regeneration programme. The instances where Secure Tenants may move temporarily within South Kilburn to a home that will be due for demolition under the South Kilburn regeneration programme are explained in paragraphs 7.3.4 and 7.4.4 of the Allocation Policy for Secure Tenants with homes in Hereford House and Exeter Court and 4 to 26 Stuart Road, South Kilburn.

5. ADVANCE PAYMENTS OF HOME LOSS

- 5.1 Secure Tenants can request for an advance payment of Home Loss to be made if they are moving to:
- A permanent home within South Kilburn that is an existing Council property that is not due for demolition as part of the South Kilburn regeneration programme;
 - A permanent home outside South Kilburn;
 - A temporary move within South Kilburn to a home that will become due for demolition under the South Kilburn regeneration programme;
 - A move elsewhere within the Borough or outside of Brent.
- 5.2 If a request for an advance payment of Home Loss is received, it is sent to the Estate Regeneration Re-housing Manager for consideration. The Estate Regeneration Re-housing Manager has the discretion to approve or reject requests for advance payments or make partial advance payment of Home Loss to the Secure Tenant.
- 5.3 Requests for advance payments of Home Loss will not be considered from Secure Tenants who are moving to a permanent new home within the South Kilburn regeneration programme.

6. RENT ARREARS AND OUTSTANDING COURT COSTS

- 6.1 Secure Tenants with rent arrears will be expected to clear the full sum of monies owed to the Council. The Council will pursue all rent arrears in line with its arrears procedure. Where a Secure Tenant has been taken to court for recovery of rent and the Secure Tenant has kept

to the terms of the court order, then the Council will off-set any remaining rent arrears and outstanding court costs against any Home Loss Payment.

- 6.2 Where a Secure Tenant has not complied with any court order for the recovery of rent arrears or where the level of arrears exceeds the Home Loss payment, the Council reserves the right not to offer a Secure Tenant a new home in South Kilburn.

7. DISTURBANCE PAYMENTS – KEY PRINCIPLES

- 7.1 The Council will pay disturbance payments to Secure Tenants who lose their homes as part of the South Kilburn regeneration programme and who are entitled to such payments in accordance with Council policy (including the Land Compensation Act 1973). Reasonable disturbance costs may be payable and Secure Tenants who wish to claim for these costs will be required to produce evidence of the costs incurred. The following are examples of Disturbance payments that the Council has a legal duty to meet:

- Removal expenses (the Council pays for removals directly);
- Redirection of mail;
- Dismantling and re-assembly of Secure Tenants own furniture such as wardrobes;
- Telephone disconnection and reconnection;
- Compensation for the second hand value of carpet and curtains where no carpet and curtains are provided in replacement home (see paragraphs 7.5 to 7.11);
- Disconnection/reconnection of services;
- The second hand value of large items of furniture that cannot be dismantled or moved to the Secure Tenant's replacement property.

- 7.2 Key principles relating to Disturbance Payments are as follows:

- The onus is on the Secure Tenant to justify their claim; there is no pre-determined disturbance allowance;
- Claims can only be made for costs incurred as a direct result of being disturbed;
- Secure Tenants should be no worse off or better off than before their move;
- Costs must be reasonable. For example, Secure Tenants cannot claim compensation for any fixtures and fittings such as mixer taps that they have replaced in their current home as fixtures and fittings will be provided in replacement home;
- Where appliances are supplied within new properties e.g. cooker, washing machine or fridge freezer, no reconnection fees will be paid.

Adaptation of Carpets/Curtains

- 7.3 If carpets and/or curtains could be adapted to fit in the replacement property, the Council would pay for the adaption, where such items are not provided in replacement home. If the Secure Tenant chooses not to adapt the carpets and/or curtains, nor does the Secure Tenant use them in their replacement property, then the Secure Tenant would not be able to claim compensation.

- 7.4 Carpets and/or curtains are deemed to be adaptable if they satisfy the following criteria:

- The existing carpets/curtains is the same size or larger than required in the replacement home;
- Foam-backed carpets, unlined curtains and lino are 3 years old or less;
- Hessian-backed carpets and lined curtains are 6 years old or less.

Compensation for Carpets, Curtains or Large Items of Furniture

- 7.5 Secure Tenants can claim the second hand value of carpets and curtains where such items are not provided in replacement home or are not adaptable as outlined above. Where it is agreed that an item needs replacing, rather than adapting, the compensation paid to the Secure Tenant will be based on the cost of the item when it was new, less a percentage discount according to the existing age of the item. Therefore, the older the existing item, the less amount of compensation the Secure Tenant will receive.
- 7.6 Secure Tenants can also claim for large items of furniture that cannot be dismantled or moved to their replacement home. Details of the Secure Tenants existing carpets, curtains and large items of furniture would have been recorded in the Housing Needs Assessment by the Estate Regeneration Team at the time of the first home visit or at the point that the Secure Tenant accepts the suitable offer of alternative accommodation.
- 7.7 The age of the existing carpet must be assessed. If the Secure Tenant can show receipts as proof of purchase this is desirable, if not, an agreement must be reached on the age and condition of the carpet or curtains with the Estate Regeneration Re-housing Manager at the time the Housing Needs Assessment is completed.
- 7.8 The second-hand value of **hessian-backed carpets, lined curtains and large items of furniture that cannot be dismantled or moved to replacement home**, with a life expectancy of 10 years is calculated using the following formula:

Age of Carpet/ Curtains/ Large Item of Furniture	Value of Carpet/ Curtains/ Large Item of Furniture	Less Depreciation
1 year	Replacement Value	8%
2 years	Replacement Value	16%
3 years	Replacement Value	24%
4 years	Replacement Value	32%
5 years	Replacement Value	40%
6 years	Replacement Value	48%
7 years	Replacement Value	56%
8 years	Replacement Value	64%
9 years	Replacement Value	72%
10 years	Replacement Value	80%

- 7.9 An example of a calculation using this table is as follows:

A Secure Tenant has a hessian-backed carpet which is 5 years old and 20 square meters in size that cannot be adapted to fit in their replacement property. The replacement value of the carpet is £8 per square meter. The second-hand value of the carpet is calculated as follows:

Replacement value 20 sqm x £8 per sqm	£160
Less depreciation at 40%	<u>(£64)</u>
Disturbance allowance paid to Secure Tenant	£96

- 7.10 The second-hand value of **foam-backed carpets and unlined curtains**, with a life expectancy of 5 years is calculated using the following formula:

Age of Carpet/ Curtains/ Large Item of Furniture	Value of Carpet/ Curtains/ Large Item of Furniture	Less Depreciation
1 year	Replacement Value	16%
2 years	Replacement Value	32%
3 years	Replacement Value	48%
4 years	Replacement Value	64%
5 years	Replacement Value	80%

7.11 An example of a calculation using this table is as follows:

A Secure Tenant has a foam-backed carpet which is 7 years old and 20 square meters in size that cannot be adapted to fit in their replacement property. The replacement value of the carpet is £6 per square meter. The second-hand value of the carpet is calculated as follows:

Replacement value 20 sqm x £6 per sqm	£120
Less depreciation at 80%	(£96)
Disturbance allowance paid to Secure Tenant	£24

8. HOME LOSS PAYMENTS PROCEDURE

- 8.1 The Estate Regeneration Team will request in writing bank details from Secure Tenants so the payments can be made directly into the Secure Tenant's bank account by Bankers' Automated Clearing Service (BACS). Payments can be made to Secure Tenants by cheque; however payments by cheque take longer than BACS payments.
- 8.2 Secure Tenants will be invited to attend a meeting to sign the tenancy agreement for their replacement home and to sign a form to end the tenancy on their current home within Hereford and Exeter or 4 to 26 Stuart Road. At this meeting, Secure Tenants will also be asked to complete and sign a Home Loss Claim Form (Annex 1).
- 8.3 If there are arrears owing on the Secure Tenant's account (rent arrears and court costs), these will be deducted from the Home Loss payment.
- 8.4 The Council will make Home Loss payments within 35 working days of receipt by the Council of a valid claim form and once the Secure Tenant has returned the keys of their old home within Hereford and Exeter or 4 to 26 Stuart Road.

9. DISTURBANCE PAYMENTS PROCEDURE

- 9.1 Disturbance claims should be made on the form provided (Annex 2). Disturbance claims should be signed and dated by the Secure Tenant and should be sent to the Estate Regeneration Team at the address shown on the claim form, within 3 months of a Secure Tenant moving to their replacement home. Secure Tenants are asked to claim all the costs incurred as a result of their move on one claim form.
- 9.2 Secure Tenants must support their claim for Disturbance costs with receipts to confirm the items being claimed have been paid. Claims for the cost of goods and services that are not supported by receipts will be not considered. Claims for the cost of goods and services that are supported by hand-written or cash receipts will not be considered.

- 9.3 The Disturbance claim will be assessed by the Estate Regeneration Team. The Estate Regeneration Team has the discretion to approve all or part of a claim for Disturbance, reject a claim for Disturbance or seek further information from the Secure Tenant making the claim.
- 9.4 Disturbance Payments will be paid to Secure Tenants through the BACS system. The Council will make Disturbance Payments within 35 working days of receipt by the Council of a valid claim form.

10. APPEALS PROCEDURE FOR DISTURBANCE CLAIMS

- 10.1 If a Secure Tenant believes the Council's assessment of their Disturbance payment is unreasonable, they will have the right to appeal the decision within 10 working days of the Council's assessment of the claim for Disturbance.
- 10.2 If a Secure Tenant wishes to make an appeal, the Secure Tenant must write to the Council at the address below specifying the reasons why they believe the assessment of their claim for Disturbance is unreasonable.
- 10.3 Appeals should be sent to:
Estate Regeneration Re-housing Manager
Community Resource Centre, William Dunbar House, Albert Road, Kilburn, NW6 5DE
- 10.4 If an appeal is received within the allowed time limit, the Estate Regeneration Re-housing Manager will assess the appeal in light of the information provided within 10 working days of receipt of the appeal.
- 10.5 If the Estate Regeneration Re-housing Manager agrees with the Secure Tenant's appeal, the Council will reassess the claim for disturbance. If the Estate Regeneration Re-housing Manager does not agree with the Secure Tenant's appeal, the Estate Regeneration Re-housing Manager will inform the tenant in writing, outlining the reasons why the appeal has been rejected.

Annex 1

**SOUTH KILBURN REGENERATION SCHEME
HOME LOSS CLAIM FORM**

Please write in capitals

TENANT(S) NAMES

Title			Initials			Surname																												

ADDRESS VACATING

--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

PRESENT TELEPHONE NUMBER

--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

MOBILE NUMBER

--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

NEW ADDRESS

Postcode																																	

NEW TELEPHONE NUMBER

--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

DAY VACATING

DATE

MONTH

YEAR

--	--	--	--	--

I certify that I will be moving from the above address, into alternative permanent/temporary housing. I note also:

- (a) I shall be responsible for the payment of the rent of my present accommodation until the Sunday prior to my tenancy date. I will arrange for the keys to be returned to the **South Kilburn Regeneration Office, Community Resource Centre, Albert Road, London NW6 5DE.**
- (b) My Home loss Claim for **£4,900.00 (subject to below deductions)** will only be processed when all the keys for my current address are returned.
- (c) I claim the maximum amount of **£4,900.00** due to the rent account, of my existing property being in credit at the termination date of the tenancy. Also, I am aware, that if any rent

arrears, Court Cost, Council Tax including those from previous accommodation, or Housing Benefit, owed to the Council they will be deducted from my Home loss.

- (d) I also understand that once the final Home loss Payment has been made, if there are any other monies I owed to the London Borough of Brent, I will still be liable for them to be paid.
- (e) I agree not to remove any fixtures and fittings, e.g. door handles, light switches, rose pendants, kitchen and bathroom sinks and acknowledge that if I remove any fixtures and fittings the cost to replace them will be deducted from my Home Loss Payment.

Signed: Date:.....

Official Use

	Amount	Date Inputted	Appro
Tenant's details entered on Oracle Supplier Management			
Date keys returned			
Rent Arrears (as at)	£		
Rent in Credit (as at)	£		
Court Costs owed (as at)	£		
Housing Benefit Overpayment owed (as at			
Purchase of			
Advance Home loss Payable	£		
Total withheld	£		
Total Amount Withheld	£		
Home loss Payable	£		
Total of Home loss	£		
Letter to tenants notifying of Home loss and Deductions			
Date invoice raised to Rent Income, for rent arrears			
Arrears paid to Rent Income	£		

NAME OF PERSON OTHER THAN TENANT WHO PAYMENT TO BE PAID TO

<i>Title</i>			<i>Initials</i>			<i>Surname</i>																		

PAYMENT BY BACS (DIRECT TO YOUR BANK)

Please provide details of your bank account below

Name of Bank.....

Sort code.....

Account number.....

If a building society, provide Roll

Number.....

Signed..... Date.....

Annex 2

**SOUTH KILBURN REGENERATION SCHEME
DISTURBANCE CLAIM FORM**

As part of your claim for a disturbance payment, you are required to provide the following itemised information when submitting receipts. Unfortunately, your claim cannot be processed without this information, it is therefore essential that you submit these details.

You will only be reimbursed on a sliding scale to replace floor covering and curtains. Please refer to the Home Loss and Disturbance Policy for Secure Tenants with Homes in South Kilburn for further information. However if there is new or good quality flooring in your replacement property, then you will not receive financial compensation for similar items left behind.

Secure tenants must support their claim for Disturbance costs with receipts to confirm the items being claimed have been paid. Claims for the cost of goods and services that are not supported by hand-written or cash receipts will not be considered.

THIS FORM SHOULD BE COMPLETED AND RETURNED TO THE ESTATE REGENERATION TEAM WITHIN THREE MONTHS AFTER YOU HAVE MOVED TO YOUR NEW ADDRESS

Tenant Name(s)

Telephone No:

Your new address

Date of moving to this new address

Your old address

Previous Accommodation: Type: (Please Delete) **Maisonette/ Flat**

Number of Bedrooms:.....

Number of Other Rooms:..... (Excluding Kitchen WC and Bathroom)

To be completed by Housing Officer prior to move.

Please list all rooms in which you currently have Carpets and state whether Hessian Backed or Foam Backed and laminate/wooden flooring, is it click or glued

No.	Room Size	Carpet/ Flooring Size	Date of Purchase/ Estimated Age	Hessian/ Foam Backed	Cost per SQM	Room i.e. Bedroom/ Living room
1						
2						
3						
4						
5						
6						

Please list all rooms in which you have Curtains or Blinds.

No.	Window Size	Curtain Size	Date of Purchase/ Estimated age	Cost per SQM Cost of Blinds or Ready Made Curtains
1				
2				
3				
4				
5				
6				

Receipts for all these items must be attached.

Section A: Adaptations

List below details of any room where your existing carpets/flooring and curtains can be adapted for your new accommodation

No.	Room Size and Use	Flooring Adapted Quote room no. from old Accommodation	Cost	Curtains Adapted Quote room no. from old Accommodation	Cost
1					
2					
3					
4					
5					
6					

Section B Replacement

List below details of any rooms where your existing carpets/flooring and curtains cannot be adapted and the cost of replacement you wish to claim.

No.	Room Size and Use	Carpet Size	Cost per SQM	Curtain Size	Window Size	Cost per SQM/ Cost of Blinds
1						
2						
3						
4						
5						
6						

Receipts for all these items must be attached.

Items Claimed	Cost
Disconnection/ Reconnection	
Telephone *	
Re- Direction of Mail	
Other Reasonable Expenses (detail required)	
Sub Total	
Cost of adapting:	
Curtains/ Carpets/Laminate	
Cost of replacing	
Curtains/Carpets/Laminate	
Total Cost	

*The disconnection and reconnection of your telephone is your responsibility.

Declaration

I certify that I have incurred the above costs and that the information given is correct. I now claim disturbance payment from Brent Council.

Signed: _____

Date: _____

Please return this form to South Kilburn Regeneration Office, accompanied by the necessary receipts.

For Area Office Use Only

Date Returned:	Rent Arrears £ as at
Reason for Claim:	Date of Visit
Reason For Rent Arrears	
Entitlement Checked by:	Maintaining an Agreement: Yes / No
Authorised Manager:	Passed for Payment:

Contacts

London Borough of Brent

The Estate Regeneration Team can be contacted regarding any questions you may have about these three proposals. Please contact:

Marie Frederick, Estate Regeneration Team,
Tel: 020 8937 1621 or;
Linda Beasley, Estate Regeneration Team,
Tel: 020 8937 2512



Estate Regeneration Team
Community Resource Centre
William Dunbar House
Albert Road, NW6 5DE

First Call Housing

First Call offer independent and impartial advice to tenants and leaseholders across the South Kilburn regeneration area. The team have provided advice to residents on over 90 projects covering over 500,000 households.

First Call provide high quality, accessible support and advice covering a whole range of legal, practical and financial advice on the implications of all housing investment options. They support greater resident involvement in choices over the future of your homes and neighbourhood. Their aim is to make sure people can make an informed choice about what happens in their communities.

They also work closely with and support the Tenants Steering Group, which meets regularly and is open to all tenants. First Call are happy to visit tenants and leaseholders in their own homes and provide interpreters if needed.

Louis Blair is your Independent resident advisor.

Contact him on Freephone **0300 365 7150** or email southkilburn@first-call-housing.com



Please contact him if you need any clarification on the contents of this booklet or enclosed and how it will affect you.

Citizen's Advice Bureau

The Citizen's Advice Bureau provide free, independent, confidential and impartial advice to everyone on their rights and responsibilities. Their contact details are:

Brent Citizens Advice Bureau
270-272 High Road
Willesden
London,
NW10 2EY

Telephone: 0845 050 5250





South Kilburn Rehousing Team
Community Resource Centre
William Dunbar House
Albert Road, Kilburn
London NW6 5DE