



## Cabinet

**Monday 12 March 2018 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](mailto:thomas.cattermole@brent.gov.uk)

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

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

## **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
------	------

<b>1</b>	<b>Apologies for Absence</b>	
----------	------------------------------	--

<b>2</b>	<b>Declarations of Interest</b>	
----------	---------------------------------	--

Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary, personal or prejudicial interests in the items on this agenda and to specify the item(s) to which they relate.

<b>3</b>	<b>Minutes of the Previous Meeting</b>	1 - 16
----------	--	--------

To approve the minutes of the previous meeting held on 12 February 2018 as a correct record.

<b>4</b>	<b>Matters Arising (if any)</b>	
----------	---------------------------------	--

To consider any matters arising from the minutes of the previous meeting.

<b>5</b>	<b>Petitions (if any)</b>	
----------	---------------------------	--

To discuss any petitions from members of the public, in accordance with Standing Order 66.

<b>6</b>	<b>Reference of item considered by Scrutiny Committees (if any)</b>	
----------	---	--

To consider any reference reports from any of the Council's three Scrutiny Committees.

## Chief Executive's reports

<b>7</b>	<b>Task Group Report on Fire Safety of Low-Rise Domestic Properties</b>	17 - 40
----------	---	---------

This report set out the findings and recommendations of the recent Scrutiny Task Group which considered the Fire Safety of Low-Rise Domestic Properties in Brent.

**Ward Affected:**  
All Wards

**Lead Member:** Lead Member for Housing and Welfare Reform (Councillor Harbi Farah)  
**Contact Officer:** Barbara Grant, Scrutiny Officer  
Tel: 020 8937 3271  
barbara.grant@brent.gov.uk

This report and the performance scorecard (**Appendix A**) set out the position on the Council's performance in the third quarter of 2017/18. The content and format of the report and scorecard focus primarily on the Brent 2020 priorities and then on the Borough Plan priorities. The purpose of this report is to provide Cabinet with a corporate overview of performance information linked to the these priorities in order 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

#### 9 Homelessness Reduction Act 2017

77 - 86

This report provides information on the implementation of the Homelessness Reduction Act 2017, and the potential impact it will have in Brent, and seeks approval that the statutory duty to agree a Personal Housing Plan for single homeless households (and childless couples) can be delegated to the Single Homeless Prevention Service.

**Ward Affected:**  
All Wards

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

**Contact Officer:** Laurence Coaker, Head of Housing Needs  
Tel: 020 8937 2788  
laurence.coaker@brent.gov.uk

### Regeneration and Environment reports

#### 10 Met Patrol Plus Performance Review

87 - 102

This paper outlines a review to date for the council funded 12 Met Patrol Plus s92 officers' known as the Partnership Tasking Team, deployed to prioritise and police the Safer Brent Partnership priorities and support wider Police Tactical Tasking Coordination Group borough priorities. The report also requests Cabinet to discuss future funding for this resource post 31 March 2019.

**Ward Affected:**  
All Wards

**Lead Member:** Lead Member for Stronger Communities (Councillor Tom Miller)  
**Contact Officer:** Karina Wane, Head of

**11 Authority to Tender for Enforcement Agents for the Recovery of Parking and Traffic Related Debts 103 - 108**

This report seeks approval to invite tenders for Enforcement Agents to collect debts arising from parking and traffic Penalty Charge Notices (PCNs), as required by Contract Standing Orders 88 and 89.

**Ward Affected:**  
All Wards

**Lead Member:** Lead Member for Environment  
(Councillor Eleanor Southwood)  
**Contact Officer:** Gavin F Moore, Head of  
Parking and Lighting  
Tel: 020 8937 2979 gavin.f.moore@brent.gov.uk

**12 Essential User Permit Scheme; Diesel Levy and Resident Parking Permit Surcharges 109 - 118**

This report seeks Cabinet approval to consult on an increase in the price of Essential User Permits (EUP); the introduction of a £50 levy on resident parking permits for diesel vehicles from 1st October 2018; and an increase in the additional cost of resident parking permits for a household's second and third vehicles.

**Ward Affected:**  
All Wards

**Lead Member:** Lead Member for Environment  
(Councillor Eleanor Southwood)  
**Contact Officer:** Gavin F Moore, Head of  
Parking and Lighting  
Tel: 020 8937 2979 gavin.f.moore@brent.gov.uk

**13 Brent Neighbourhood Community Infrastructure Levy (NCIL) - Preston Community Library 119 - 126**

The Community Infrastructure Levy (CIL) is a charge applied to eligible developments to help fund strategic (borough-wide) and neighbourhood infrastructure related to development. Brent's CIL was formally introduced on 1 July 2013. This report requests that Cabinet approves the allocation of £267,983 Neighbourhood CIL (NCIL) funds towards the 'fit-out' of Preston Community Library (PCL).

**Ward Affected:**  
Preston

**Lead Member:** Lead Member for Regeneration,  
Growth, Employment and Skills (Councillor  
Shama Tatler)  
**Contact Officer:** Alice Lester, Head of Planning,  
Transport and Licensing  
Tel: 020 8937 6441  
alice.lester@brent.gov.uk

The Council is responsible for maintaining almost 21,000 street lights and columns, and 5,600 other street lighting assets. These include illuminated signs, bollards and Belisha beacons. The Council is nearing the end of a 20 year PFI contract, with PFI Lighting Limited ("PFIL"), which is set to expire on 30 November 2018. This report seeks to address the arrangements for the delivery of street lighting maintenance in the borough going forward.

**Ward Affected:**  
All Wards

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

**Contact Officer:** Gavin F Moore, Head of  
Parking and Lighting  
Tel: 020 8937 2979  
gavin.f.moore@brent.gov.uk

## **15 Exclusion of Press and Public**

None.

## **16 Any Other Urgent Business**

Notice of items to be raised under this heading must be given in writing to the Head of Executive and Member Services or his representative before the meeting. Any decisions taken urgently under this heading must comply with the provisions outlined in paragraph's 12 and 39 of the Council's Access to Information Rules (part 2 of the Constitution).

**Date of the next meeting: Monday 9 April 2018**



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

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



## LONDON BOROUGH OF BRENT

### MINUTES OF THE CABINET

Held on Monday 12 February 2018 at 6.00 pm

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

**Also Present:** Councillors Kelcher and Warren

1. **Apologies for Absence**

There were no apologies for absence.

2. **Declarations of Interest**

There were no interests declared by members of the Cabinet.

Peter Gadsdon (the Council's Director of Performance, Policy and Partnerships) and Phil Porter (the Council's Strategic Director of Community Wellbeing) declared interests as current registered Directors of i4B Holdings Ltd. Gail Tolley (the Council's Strategic Director of Children and Young People) also declared an interest in that she was due to take Phil Porter's place as a Director on the i4B Board, subject to Cabinet approval to the recommendations of agenda item 16.

3. **Minutes of the Previous Meeting**

It was **RESOLVED** that the minutes of the previous meeting on 15 January 2018 be approved as an accurate record.

4. **Matters Arising**

There were no matters arising.

5. **Petitions (if any)**

There were no petitions submitted to be considered by Cabinet.

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

It was **RESOLVED** that the recommendations from the Community and Wellbeing Scrutiny Committee be noted.

7. **Request to Speak - Councillor Warren**

The Chair invited Councillor Warren (Leader of the Brent Conservative Group) to address Cabinet. Councillor Warren outlined that he wished to speak on two

substantive items on the agenda, namely: item 16, i4B Business Plan 2018/19, and item 17, Voluntary Sector Initiative Fund Grants. The Chair outlined that Councillor Warren's points would be addressed under the relevant items later on the agenda.

**(i) i4B Business Plan 2018/19**

Councillor Warren stated that the establishment of i4B Holdings had been a financial risk to the Council and its residents. He referenced the numbers of purchased properties outside of the borough and said that these properties were more likely to be void (empty) because Brent residents did not want to relocate to areas such as the Home Counties. He also questioned when all of the Company's purchased properties were expected to be registered at Companies House and how many of the units currently in conveyancing were Brent-based.

**(ii) Voluntary Sector Initiative Fund Grants**

Councillor Warren continued and raised concerns about whether Brent CVS warranted the proposed grant extension. He said that no performance review of the organisation had been undertaken for 2016-2017 and questioned the impact of personnel changes which had been referenced within the report. He also stated he was seeking further information from the Council on issues which related to the organisation's accounting and its trustees.

**8. Budget and Council Tax 2018/19**

Councillor McLennan (Deputy Leader of the Council) introduced the report which set out the Council's key budget proposals for 2018/2019 before being presented to Full Council on 26 February for formal approval. She noted that the Council was to be asked to re-confirm the proposed savings agreed at the budget setting meeting in February 2017, plus agree an additional one percent Council Tax increase. Members' heard that the subsequent increase in Council Tax had arisen from the government having recently raised the Council Tax 'referendum limit' for Councils from two to three percent, and that Brent had adjusted its budget proposals accordingly to incorporate this.

The Chair invited Councillor Kelcher (Chair of the Resources and Public Realm Scrutiny Committee) to speak on the Budget Scrutiny Task Group Report. Councillor Kelcher asked Cabinet for an update on the task group's recommendation to advocate a form of sub-regional investment within the proposed London-wide business rates retention pool, and also how the Council planned to spend any dividend which might arise from the savings identified. Conrad Hall (the Council's Chief Finance Officer) provided further detail on how the investment strategy within the business rates retention pool was expected to work in practice and also outlined that he expected that the Council would consider how any additional income from savings would best be allocated over the coming year.

Conrad Hall also provided Members' with additional information on the final Local Government Finance Settlement which had been announced after the Cabinet agenda pack had been published. He drew Members' attention to some of the differences from the provisional settlement, which included: an additional £800,000 allocated to Brent via the Adult Social Care Support Grant; and that the Valuation Office Agency (VAO) had adjusted its recent errors to the figure for re-distributed



non-domestic rates (business rates) which had resulted in a loss of income for Brent of £12,280.02. He tabled an additional recommendation to the report which delegated authority to him in order to enact some of the technical changes to the budget so that these recent updates could be reflected.

Cabinet Members Miller, Farah, Hirani and Tatler spoke respectively in support of the budget proposals. Members outlined that it was a prudent budget which reflected the values of the Labour Party despite continued funding cuts from central government, and that the Council Tax rise was necessary due to service pressures on the authority - particularly within both adult and children's social care.

Councillor McLennan placed on record her thanks to the Council's Finance Department for their work in preparing the budget. Councillor Butt (Leader of the Council) thanked Cabinet Members, residents and the Scrutiny Task Group for their input into the process. He concluded by highlighting the growth pressures and financial risks facing Council services which made it necessary to deliver a balanced budget for its residents and endorsed the report's recommendations to Members.

It was **RESOLVED**:

- 8.1 That an overall 4.99% increase in the Council's element of council tax for 2018/19, with 2% as a precept for Adult Social Care, and a 2.99% general increase be recommended to Full Council for approval;
- 8.2 That the General Fund revenue budget for 2018/19, as summarised in Appendix A, be recommended to Full Council for approval;
- 8.3 That the cost pressures, technical adjustments and savings detailed in Appendix B, be noted;
- 8.4 That the Dedicated Schools Grant as set out in section 9 of the report, be noted;
- 8.5 That the report from the Budget Scrutiny Panel in Appendix C, be noted;
- 8.6 That the capital programme as set out in Appendix D be recommended to Full Council for approval;
- 8.7 That the Treasury Management Strategy and the Annual Investment Strategy for 2018/19 set out in Appendix E, be recommended to Full Council for approval;
- 8.8 That the Prudential Indicators measuring affordability, capital spending, external debt and treasury management set out in Appendix F, be noted;
- 8.9 That the advice of the Director of Legal and HR as set out in Appendix G, be noted;
- 8.10 That the schedules of fees and charges set out at in Appendix H, and the proposed new fees and charges policy, including the officer delegated

powers to which it refers, be agreed, and where relevant, be recommended to Full Council for approval;

- 8.11 That the results of the consultation, as set out in section 7, and detailed in Appendix I, be noted; and

As per the Chief Finance Officer's briefing on the final local government finance settlement, which was provided verbally at the meeting:

- 8.11A It be noted that the final local government settlement contained changes from the draft settlement on which the report was based and the Chief Finance Officer be authorised to do the following:

- (i) amend the figures at 2.24(a) and 2.24(b) of the report to reflect this, subject to these changes being equal and therefore not affecting the calculation of the council tax, which is presented at 2.24(c) and 2.24(d); and
- (ii) to make consequential (but no other) changes to other numbers and statutory calculations in the report, and such minor factual changes to the narrative reporting as may be required.

9. **Housing Revenue Account (HRA) Budget and Rent-setting for Council Dwellings for 2018/19**

Councillor Farah (Lead Member for Housing and Welfare Reform) introduced the report which set out the Council's Housing Revenue Account (HRA) forecast outturn and proposed budget for 2017-2018. He highlighted that the budget had taken into account the one percent rent reduction as required by the Welfare Reform and Work Act 2015. He noted that the report was also set within the context of housing management services being brought back 'in-house'. He ran through the recommendations proposed and the rationale for these, the detail of which was contained within the report.

Cabinet Members Miller and Butt spoke respectively in support of the proposals.

It was **RESOLVED**:

9.1 HRA Business Plan Budget 2017-18 and 2018-19:

- 9.1.1 That the HRA forecast outturn for 2017/18 as set out in Appendix 1 to the report, be noted;
- 9.1.2 That the proposals be approved and that the savings and budget reductions for the HRA budget for 2018/19 as set out in Appendix 2 to the report be agreed, and these be agreed for inclusion within the overall Budget for 2018/19 recommended for approval by Full Council on 26 February 2018;
- 9.1.3 That the HRA budget growth for 2018/19 of £1.29m with the use of £2.5m of one-off available resources, be approved; and

- 9.1.4 That the HRA budget savings for 2018/19 of £1.32m, be approved.

## 9.2 HRA Rent Setting 2018/19:

- 9.2.1 That an average overall rent decrease (excluding service charges) from April 2018 of £1.15 per dwelling per week for HRA council dwellings, representing an average overall decrease of 1% as set out in section 3.4.2 and Table 1 of the report, be approved;
- 9.2.2 That an average overall rent decrease from April 2018 of £1.27 per dwelling per week for Hillside Dwellings, representing an average overall rent decrease of 1% as set out in section 3.5.1 and Table 2 of the report, be approved;
- 9.2.3 That a decrease (excluding service charges) from April 2018 of £96.05 per pitch, per week, for residential pitches on the council's Traveller site at Lynton Close, which is an average overall licence decrease of 40% as set out in section 3.6 and Table 5 of the report, be approved;

## 9.3 HRA Service Charges 2017-18:

- 9.3.1 That an increase to the service charges for HRA dwellings from April 2018 by an average of £0.27 per dwelling per week, as set out in Appendix 3 of the report, be agreed;
- 9.3.2 That an increase in Garage Rents for Council renters of an average £0.55 and for Private Renters of £0.68, as set out in section 3.8 and Table 6 of the report, be agreed;
- 9.3.3 That it be noted that service charge levels for Hillside dwellings from April 2018 were under review as set out in section 3.5 and that details would be reported to Cabinet as soon as they were available;

## 9.4 HRA Stock Investment Programmes 2018/19:

- 9.4.1 That an overall HRA stock investment programme of £27.65m for 2018/19, as set out in Table 7, be approved;

## 9.5 HRA Development Programmes 2017-19:

- 9.5.1 That the continued delivery of Council New Build Development Programme with HRA budget of £24m for 2018/19 and £10.5 for 2019/20 to complete 117 new homes, be agreed; and
- 9.5.2 That a feasibility budget (Revenue Budget) of £0.125m for 2018/19 to work on the delivery of the additional Council New Build Development Sites, be agreed.

## 10. **National Non-Domestic Rates - Discretionary Discount Schemes**

Councillor McLennan (Deputy Leader of the Council) introduced the report and outlined that a revaluation of the rateable value of all non-domestic properties had taken place in 2017, which had seen an increase in bills for some business rates payers within the borough. She explained that the government had announced a transitional relief scheme which had been put in place so that the rate changes were phased in over five years and that the report detailed the funding level available for 2018-2019 (£532,000). She noted that the funding made available for the coming year was 50 percent less than 2017-2018 and that full details were contained within the report. She also drew Members' attention to additional proposed support to pubs and small businesses after the government had announced specific relief schemes for these areas.

Cabinet Members Tatler and Butt raised points in support of the proposals.

It was **RESOLVED**:

- 10.1 That the discretionary discount scheme (Revaluation Support) for 2017/18 be amended as detailed within Appendix 1 of the report and therefore be approved pursuant to the Council's powers under section 47 of the Local Government Finance Act 1988;
- 10.2 That the discretionary discount scheme (Revaluation Support) for 2018/19 as detailed in Appendix 1 of this report be approved pursuant to the Council's powers under section 47 of the Local Government Finance Act 1988. It was noted that a further report would be presented to Cabinet in 2019 which detailed the proposed scheme for 2019/20 and 2020/21;
- 10.3 That the 2 schemes - Support for Pubs and Supporting Small Businesses- and as detailed in sections 3.16 and 3.17 of the report be approved for 2018/19 pursuant to the Council's powers under section 47 of the Local Government Finance Act 1988; and
- 10.4 That the Chief Finance Officer be authorised to implement the three schemes as detailed in Appendix 1 and sections 3.0 of the report so that the agreed discretionary discounts for business rates can be awarded in compliance with the scheme criteria.

## 11. **Quarter 3 Financial Performance Report**

Councillor McLennan (Deputy Leader of the Council) introduced the report which provided Cabinet with key financial data for quarter three and a set of forecasts which were prepared and finalised as of 31 December 2017. She noted that Cabinet received quarterly financial performance reports which fed into ensuring that the Council set a balanced budget. She highlighted some of the headline data within the report which saw slight overspends in the Community Wellbeing and

Children and Young People's Departments being offset by an underspend in the Regeneration and Environment Department.

Conrad Hall (the Council's Chief Finance Officer) stated that the Council's overall expenditure would be contained within budget and asked Members to consider Brent's strong financial position when compared to some other Local Authorities.

Councillor Hirani (Lead Member for Community Wellbeing) highlighted the substantive adult social care pressures within the Community Wellbeing department which had contributed to its overspend and Councillor McLennan praised the work of the Children and Young People's Department for managing its budget so closely despite the pressures on children's social care.

Councillor Butt (Leader of the Council) concluded and endorsed the Council's ongoing due diligence work in managing its finances which meant that it could continue to deliver services and positive outcomes for its residents.

It was **RESOLVED**:

11.1 That the overall financial position and the actions being taken to manage the issues arising be noted.

## **12. Northwick Park One Public Estate Update**

Councillor Butt (Leader of the Council) introduced the report which provided Cabinet Members with an update on the proposed Northwick Park One Public Estate Initiative to be delivered with three other partners (London North West University Hospital, the University of Westminster and Network Home Ltd). He explained that the report was to approve the execution of a variation agreement to the Memorandum of Understanding and therefore create a framework for a formal legal agreement with partners going forward. He noted that Brent would receive an overall total of £470,500 of One Public Estate funding and that the project was aimed to deliver homes, jobs and leisure opportunities amongst others.

Cabinet Members McLennan, Hirani and Tatler spoke respectively in support of the proposals, with particular emphasis being placed on the potential for the scheme to deliver genuinely affordable homes for residents and key workers whilst protecting Northwick Park as a green space.

Councillor Butt also placed on record his thanks to Sarah Chaudhry (the Council's Head of Strategic Property) for her contribution to the project as it was her last day at the Council.

It was **RESOLVED**:

12.1 That the execution of a variation agreement to Memorandum of Understanding be approved.

## **13. Lease of Former Douglas Avenue Nursery, 1a Douglas Avenue, Wembley**

Councillor Butt (Leader of the Council) provided a brief introduction to the report and outlined that it was recommended to grant a ten year lease to the charity

*Unlocking Potential* following a competitive tender process. He explained that the lease would allow the building to help deliver support and educational services to Special Educational Needs and Disability (SEND) pupils.

It was **RESOLVED**:

13.1 That a 10 year lease be granted to a Charity known as Unlocking Potential on the terms set out in the report and the confidential appendix 2.

#### 14. **Children and Social Work Act 2017 - The 'Local Offer' for Care Leavers**

Councillor Mili Patel (Lead Member for Children and Young People) introduced the report which had reflected the main legislative changes to the Children and Social Work Act 2017 and how Brent planned to implement the changes through a 'Local Offer' to young people leaving care. She stated how pleasing it was that exempting care leavers from council tax had formed part of the local offer, and that the young people represented at the Council's Corporate Parenting meeting recently (7 February 2018) had been happy with the proposals.

Cabinet Members Tatler, McLennan, Miller and Butt spoke respectively in support of the Local Offer.

It was **RESOLVED**:

14.1 That the draft Local Offer to Care Leavers as set out in appendix 1, be approved and for authority to be delegated to the Strategic Director, Children and Young People, to make any necessary revisions to the Local Offer and re-consult if required following publication of statutory guidance;

14.2. That the Brent Care Leavers' Charter as set out appendix 2, be approved;

14.3 That the work of the department would be supported in ensuring partner agencies commit to providing an offer to care leavers that will be included in the final version of the Local Offer document;

14.4 That as part of the Local Offer to Care Leavers who are looked after by Brent, it be agreed that:

- the Council use its powers as a billing authority to reduce to nil, council tax payable by care leavers who live in the borough; and
- that in cases where care leavers live outside the borough and are liable to pay council tax, the Council provide financial support to reimburse that cost; and

14.5 That authority be delegated to the Strategic Director of Resources and the Strategic Director, Children and Young People to take all appropriate steps to set up, implement and administer all the areas of support as set out in the Local Offer.

#### 15. **Authority to Direct Award Contracts for Speech And Language Therapy**

Councillor Mili Patel (Lead Member for Children and Young People) introduced the report which sought to directly award two contracts for the provision of speech and

language therapy to support Children with Special Educational Needs and Disabilities (SEND). She noted that the Ofsted and Care Quality Commission (CQC) joint inspection of the local area on implementation of the SEND reforms had identified a fragmented approach to joint commissioning, which had been addressed through the subsequent Written Statement of Action in response. She explained that the proposed 12 month contract awards would allow the existing contracts to be retained with varied specifications to resolve any previous service gaps, plus allow sufficient time to progress the integration of the Council and Clinical Commissioning Group's commissioning requirements.

It was **RESOLVED**:

- 15.1 That an exemption pursuant to Contract Standing Order 84(a) of the requirement to tender a twelve month contract for Speech and Language Therapy in mainstream schools and a twelve month contract for Speech and Language Therapy in Children's Centres for the operational and financial reasons set out in sections 3 and 4 of the report, be approved;
- 15.2 That a twelve month contract for Speech and Language Therapy in mainstream schools from 1st April 2018 to 31st March 2019 be awarded to London North West NHS Healthcare Trust; and
- 15.3 That a twelve month contract for Speech and Language Therapy in Children's Centres from 1st April 2018 to 31st March 2019 to be awarded to Central and North West London NHS Foundation Trust.

16. **Authority to Contract Placements for Children with Special Education Needs And Disabilities (SEND) And Looked After Children through the West London Alliance Dynamic Purchasing Vehicles**

Councillor Mili Patel (Lead Member for Children and Young People) introduced the report and explained that West London Alliance (WLA) authorities had developed the design and scope of the current 'Dynamic Purchasing System' and that the new approach developed had been re-labelled 'Dynamic Purchasing Vehicle'. She directed Members to the detail of the changes and expected benefits which had been outlined within the report.

It was **RESOLVED**:

- 16.1 That the variation from a Dynamic Purchasing System to a Dynamic Purchasing Vehicle for the procurement of Independent and Non-maintained Special School (INMSS) placements for children with SEND, be approved;
- 16.2 That the Council's entry into an Access Agreement with Barnet for Brent Council to call-off the West London Alliance (WLA) Dynamic Purchasing Vehicle for Independent Fostering Agency placements for Looked After Children, be approved;
- 16.3 That the Council's entry into an Access Agreement with Ealing for Brent to call-off the West London Alliance's (WLA) Dynamic Purchasing Vehicle for Children's Home placements for Looked After Children, be approved.

## 17. **i4B Business Plan 2018/19**

Councillor McLennan (Deputy Leader of the Council) introduced the report and the full 2018-19 Business Plan for the Council's wholly owned investment Company i4B Holdings Ltd. She stated that the Company continued to support the Council's objectives in reducing the number of families living in Temporary Accommodation (TA) within the borough. She noted the Company's additional business plans moving forward, such as expanding the Private Rented Sector (PRS) Acquisition program and establishing an intermediate rent property portfolio, which had required additional funding to be requested from the Council. She also drew Members' attention to the Company's plans for a fifth Director to provide greater commercial expertise and also that Gail Tolley was due to replace Phil Porter on the Company's Board.

Conrad Hall (the Council's Chief Finance Officer) addressed Councillor Warren's comments earlier in the meeting. He stated that, whilst it was impossible to totally remove elements of risk from an operating investment Company, the Company's business case and financial modelling had been tested and continued to be scrutinised by internal and external auditors and the Audit Advisory Committee itself. He made the point that the Company was beneficial to the Council as it reduced the costs paid on families in TA and also provided these families with a much higher standard of accommodation.

Carolyn Downs (the Council's Chief Executive) also addressed Councillor Warren's points and stated that the Company was planning to purchase the majority of its properties in Brent moving forward. She noted that the properties which had been purchased outside the borough were often larger properties in order to house larger families who may not be able to afford the rents from sufficiently sized accommodation in Brent. She also said she did not know why the Company's purchased properties were not all registered at Companies House, but that the Council, as shareholder, would be happy to provide any further information if requested.

Cabinet Members Hirani, Tatler, Miller, Farah, McLennan and Butt spoke respectively in support of the work of the Company. It was emphasised that the Company had delivered in providing good quality housing with a responsible landlord to families in TA and provided more secure tenancies than many other private sector organisations .

It was **RESOLVED**:

- 17.1 That the Business Plan for i4B Holdings Ltd, as set out in Appendix 2, be approved.
- 17.2 That the remaining properties of the initial PRS acquisition programme (PRS 1) be purchased within Brent, for an additional investment of £3.5m;
- 17.3 That the loan to fund the PRS 1 working capital requirement be increased from £1m to £2.5 million with the facility draw down an additional £1m if required;



- 17.4 That up to £116m be made available to fund the acquisition of 300 additional private rented sector properties (PRS 2) by i4B Holdings Ltd (subject to approval of the 2018/19 i4B Business Plan);
- 17.5 That £35m be made available to fund the acquisition of 100 intermediate rent sector properties by i4B Holdings Ltd (subject to approval of the 2018/19 i4B Business Plan);
- 17.6 That a further £4m be lent to i4B in order to fund the working capital requirements for PRS 2 (£3.2m) and the intermediate rent acquisitions programme (£0.8m).
- 17.7 That the appointment of the Strategic Director for Children and Young People (Gail Tolley) as a Director of i4B Holdings Ltd in place of the Strategic Director of Community Wellbeing (Phil Porter), be agreed;
- 17.8 That the list of Shareholder Consent Matters which will be delegated to the Chief Executive, as detailed at Appendix 1, be agreed; and
- 17.9 That the remuneration package for the fifth 5<sup>th</sup> Company Director, be agreed.

## 18. **Voluntary Sector Initiative Fund Grants**

Councillor McLennan (Deputy Leader of the Council) began by stating that the Council robustly supported the voluntary sector in its work within the borough. She provided an overview of the report which sought Cabinet approval for a one-year extension to the Voluntary Sector Initiative Fund Infrastructure Grant (totalling £160,000 per annum) for CVS Brent for 2018-2019, and also requested an increase to the financial delegation level to officers for the award of grants under the Brent Advice Fund.

Councillor McLennan addressed some of the points raised by Councillor Warren at the start of the meeting and outlined that CVS Brent had recently undergone several personnel changes, which included the appointment of a new Chief Executive, but it was expected that the proposed grant extension would allow the new staffing team to deliver on the grant condition targets and priorities. She also noted that there was lot of resident interest in the partnerships and engagement between the Council and voluntary and community sector. Members also noted the condition that all posts funded through the grant would need to be paid at least the London Living Wage.

Councillor Butt (Leader of the Council) also noted Councillor Warren's points and added that Brent CVS reported to the Charity Commission, with accounting and other details viewable on its website. He continued and drew Members' attention to the grant being aligned to the 2019 budget cycle and the proposals to expand the community hub model as had been piloted in Harlesden.

It was **RESOLVED**:

- 18.1 That a one-year year extension to the Voluntary Sector Initiative Fund (VSIF) Infrastructure Grant to CVS Brent in the sum of £160K for 2018-19 commencing 1 April 2018, be approved; and

18.2 That an increase to the financial level delegated to relevant Officers for the award of grants under the Brent Advice Fund to a maximum grant of £20k per annum, be approved.

19. **Authority to Award a Contract For Clement Close Sensory Impairment Supported Living Scheme**

Councillor Hirani (Lead Member for Community Wellbeing) introduced the report which sought Cabinet approval to award a four year contract for the delivery of specialist care and support for service users with sensory impairment and learning disability or mental health support needs at Clement Close in Brondesbury Park.

He provided Members with an overview of the service requirements for the scheme and explained that Clement Close was the first new build scheme under the Council's New Accommodation Independent Living (NAIL) project. He noted that the contract was expected to save the Council £110,000 per annum and that it was also London Living Wage Compliant. Councillor Butt also spoke in support of the proposed contract award.

It was **RESOLVED**:

19.1 A contract to deliver care and support at Clement Close be awarded to Sense for a period of 4 years with an option to extend by up to two further years.

20. **On-Street Parking Management Review**

Councillor Eleanor Southwood (Lead Member for Environment) provided Cabinet with an update on the ongoing review of on-street parking management within the borough. She stated that the report followed several similar reports which had previously been presented to Cabinet, and provided a proposed response to the public requests relating to Controlled Parking Zones (CPZs) in the borough between 25 April 2017 and 6 November 2017. She explained that it was felt that the number of requests for new CPZs, or changes to existing CPZs, for this period had not demonstrated a high enough level of public support for any of these requests to be carried forward at this time. However, she asked Cabinet to note that the website was still open for residents to submit requests or petitions as part of the rolling consultation program. She also outlined that future update reports on this matter would be considered by the Highways Committee.

Cabinet Members Butt and Hirani spoke in support of the proposals.

It was **RESOLVED**:

20.1 That the responses to the online survey and requests for changes to parking management in the borough, further to the previous Cabinet report that considered requests between 25<sup>th</sup> April 2017 and 6<sup>th</sup> November 2017, be noted;

- 20.2 That the number of requests for new CPZs or changes to existing CPZ's for this period did not demonstrate a high enough level of public support to be considered further at the present time;
- 20.3 That lead officers be authorised to contact lead petitioners to inform them of the decision in relation to their petition, as set out in paragraph 3.17 of the report;
- 20.4 That it be noted that the online information, guidance and application process for parking changes will remain in place, and that future requests be considered when developing future programmes;
- 20.5 That it be noted that future reports on the level of demand for new CPZs or changes to existing CPZs, will be considered by the Highways Committee.

## 21. **CCTV Parking Enforcement of School Keep Clear Markings**

Councillor Eleanor Southwood (Lead Member for Environment) introduced the report which informed Cabinet of the results of a trial to use a re-mountable CCTV camera in order to ensure that vehicles did not illegally park on 'Keep Clear' yellow zig-zag signs around schools in within Brent.

She outlined that the problem of parents parking dangerously on 'keep clear' markings existed outside of most schools within the borough and that the Council's first re-mountable CCTV camera being trialled at Preston Park Primary School had led to a significant number of contraventions and subsequent Penalty Charge Notices (PCNs) being issued. She explained that the Council's Civic Enforcement Officers were thinly spread across the borough at school pick-up times and that these officers had explained how difficult it could be to issue a PCN as parents often drove away, or became abusive when approached. Members' heard that this was hoped to be addressed through the Council purchasing a second re-mountable CCTV camera, for which approval was sought as part of the report.

Cabinet Members Tatler and Hirani spoke in support the proposals and provided anecdotal examples of the problems which existed at schools within their respective wards. Cabinet Members Butt and McLennan also spoke in favour of the proposals, and Councillor McLennan also suggested that Byron Court Primary School also be included as a future location for the camera in future.

It was **RESOLVED**:

- 21.1 That content of this report, the approach taken and progress to date, be noted; and
- 21.2 That the initiative be expanded through capital investment by purchasing another re-mountable CCTV camera for enforcement of School Keep Clear restrictions.

22. **Adoption of Revised Planning Design Guide for the Mapesbury and Roe Green Village Conservation Areas**

Councillor Tatler (Lead Member for Regeneration, Growth, Employment and Skills) introduced the report which requested that Cabinet approved the adoption of new Conservation Area Design Guides for both Mapesbury and Roe Green respectively, following a public consultation period and engagement with resident associations. She explained that the technical detail was contained within the report and draft guides which had been attached as part of the agenda pack.

Councillor Butt (Leader of the Council) spoke in support of the proposals.

It was **RESOLVED**:

- 22.1 That the consultation responses and recommended revisions to the Design Guides, as set out in Appendix A, be considered;
- 22.2 That the adoption of the Mapesbury Conservation Area Design Guide in Appendix B be approved as a Supplementary Planning Document and that the existing guide be revoked; and
- 22.3 That the adoption of the Roe Green Village Conservation Area Design Guide in Appendix C be approved as a Supplementary Planning Document and that the existing guide be revoked.

23. **Decision to delegate authority for the award of contract for a delivery partner for Peel Project, and for approval to amend red line and for appropriation for the Peel Site**

Councillor Tatler (Lead Member for Regeneration, Growth, Employment and Skills) introduced the report, and highlighted its significance as part of the 15-year regeneration scheme in South Kilburn. She provided an overview of the plans for the Peel site, as detailed within the report, and how these were expected to positively impact the local area. She praised the work of officers in regeneration for their work thus far on the project.

It was **RESOLVED**:

- 23.1 That the original approvals given in the resolutions made on 11 November 2013 authorising the making and implementation of a compulsory purchase order ("CPO") to further the redevelopment of the Peel Site (as previously documented under the headings 'Peel Recommendations' and 'CPO Recommendations' at paragraph 16 of the Minutes of the Executive meeting held on 11 November 2013, be reaffirmed;
- 23.2 That the previous Executive and Cabinet decisions as detailed in paragraph 3.5 of the report to utilise Ground 10A of the Housing Act 1985 (if approval is given by the Secretary of State) and compulsory purchase powers under section 226(1)(a) of the Town and Country Planning Act 1990 to secure the vacant possession of properties within the Peel, be reaffirmed;

- 23.3 That the new red line boundary for the Peel site as shown on the plan at appendix 1, be approved;
- 23.4 That authority be delegated to the Strategic Director of Regeneration and Environment in consultation with the Lead Member Regeneration, Growth, Employment and Skills to award a contract for a Delivery Partner for the Peel site for the reasons detailed in paragraph 3.8 of the report following the OJEU procurement process;
- 23.5 That the advertisement of the Council's intention to appropriate the open space (shown at appendix 2) in accordance with its powers under section 122 of the Local Government Act 1972 and dispose of open space at the Site to a third party in accordance with the provisions of section 233 of the Town and Country Planning Act 1990, be approved;
- 23.6 That authority be delegated to the Strategic Director of Regeneration and Environment, in consultation with the Lead Member for Regeneration, Growth, Employment and Skills, to consider the representations made by the public in response to the advertisement to appropriate and dispose of the open space and thereafter to decide whether to appropriate and dispose of the open space;
- 23.7 That authority be delegated to the Strategic Director of Regeneration and Environment in consultation with the Lead Member for Regeneration, Growth, Employment and Skills to appropriate the open space at the Peel Site, and appropriate and dispose of the whole Site including open space for planning purposes (shown at appendix 1) if the Strategic Director of Regeneration and Environment in consultation with the Lead Member for Regeneration, Growth, Employment and Skills decides to do so following the consultation; and
- 23.8 That the application to the Secretary of State by the Strategic Director of Regeneration and Environment to seek the Secretary of State's consent under section 19 Housing Act 1985 to appropriate any part of the Site including any part consisting of a house or part of a house so that the Site is no longer held for the purpose of part II of the Housing Act 1985, be approved.

**24. Exclusion of Press and Public**

None.


**25. Any Other Urgent Business**

There was no other urgent business to transact.

The meeting was declared closed at 7.15 pm

COUNCILLOR MUHAMMED BUTT  
Chair

**This page is intentionally left blank**

 <b>Brent</b>	<b>Cabinet</b> 12 March 2018
	<b>Report from the Director of Performance Policy &amp; Partnerships</b>
<b>Task Group Report on Fire Safety of Low-Rise Domestic Properties</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Non-key
<b>Open or Part/Fully Exempt:</b>	Open
<b>No. of Appendices:</b>	1
<b>Background Papers:</b>	None
<b>Contact Officer:</b>	Mark Cairns Policy & Scrutiny Manager Tel: 020 8937 1476 <a href="mailto:mark.cairns@brent.gov.uk">mark.cairns@brent.gov.uk</a>

## 1.0 Purpose of the Report

- 1.1 This report set out the findings and recommendations of the recent task group into Fire Safety of Low-Rise Domestic Properties.

## 2.0 Recommendation(s)

- 2.1 The Cabinet is recommended to note the report at Appendix 1 and the recommendations contained therein.

## 3.0 Detail

- 3.1 Following the fatal fire at Grenfell Tower in June 2017 there has been significant focus by different levels of government on the fire safety of domestic properties across the country. Nationally, this includes the Department for Communities and Local Government's Building Safety Programme, a public inquiry into the circumstances of the fire, and the Independent Review of Building Regulations and Fire Safety. In Brent, the council has published its fire risk assessments (FRAs) for council properties, and updated the 2017-18 housing works programme to include fire safety measures for tower blocks. The council has further agreed for £10 million to be spent on a package of enhanced fire safety measures for high rise blocks, and undertaken a number of other measures.

- 3.2 However, the majority of fire events occur in low rise properties, and so the task group felt there was a compelling case to investigate fire safety measures for these in addition to high rise blocks. It set out to examine fire safety measures for council housing and social housing managed by registered providers (RPs), as well as how they communicate with their tenants and leaseholders in respect of these issues. The group also looked at housing allocations policy, the risks posed by bulky items in common areas, and emergency vehicle access for social housing estates.
- 3.3 Social landlords have completed FRAs for all high rise blocks (18m and above) apart from street properties. The council has published its assessments online, and the RPs who met the group had mostly completed their FRAs, with the remaining few to be completed by March 2018. However, this is inconsistent amongst landlords and amongst types of property. The task group believes that all residents should benefit from the information and reassurance provided by making these assessments publicly available.
- 3.4 Evidence considered by the task group indicates that licensing for landlords has raised safety standards, and it concluded that it is of the greatest importance that the council does everything it can to raise awareness of landlords' obligations under this scheme amongst tenants.
- 3.5 A personal emergency plan exists for each vulnerable person, and the local fire brigade is provided notification of their location and vulnerability. The task group felt that it was important for this information to be regularly updated.
- 3.6 Bulky items stored in communal areas can pose a fire risk, or an obstruction to escape in the event of a fire. However, the task group was concerned that some landlords may not be proactive in their attitudes towards clearing these. It also recognised that storage space is an important factor in this regard, particularly for vulnerable residents who may rely on bulky equipment.
- 3.7 The issue of illegal parking in locations meant for the use of emergency vehicles was identified by members as an important area of focus. The necessary markings and signage to prohibit parking in these locations are often incomplete or unclear, and require immediate attention from the council and RPs to ensure high standards in safety for all Brent residents. Current parking enforcement also has limitations. Data reviewed by the task group demonstrates that better communication is required to inform residents where they should not park, and stronger policies and practice to deter them from doing so - particularly when this can impede the emergency services.
- 3.8 The task group also found anecdotal evidence that levels of awareness of basic fire safety are far from where they should be, and this remains a continuous challenge which requires further effort to address.
- 3.9 The task group has made 11 recommendations, shown below. Please note that these will need to be fully costed before they can be implemented.

Recommendation 1: The council and registered providers in Brent should publish the latest Fire Risk Assessments for all of their properties on an ongoing basis.



Recommendation 2: In wards where the landlord licensing scheme is in force, the council should continue work to raise tenants' awareness of it (and more widely if it is expanded beyond these wards). It should also publish a "plain English" guide for tenants on landlords' obligations under the scheme.

Recommendation 3: The council should better publicise the existing systems for residents to anonymously report non-compliant landlords under the landlord licence scheme.

Recommendation 4: The council and registered providers should work with care providers to ensure that the London Fire Brigade has up-to-date information about vulnerable tenants and leaseholders.

Recommendation 5: The council and registered providers should review the appropriateness of fire detection systems in properties based on the specific needs of their tenants and leaseholders.

Recommendation 6: All landlords should take a "zero tolerance" approach to bulky items kept in common areas.

Recommendation 7: All social landlords should provide storage space for bulky items for all property types and sizes.

Recommendation 8: The council should continue to develop plans and seek funding for secure bicycle storage units across the borough.

Recommendation 9: The council and registered providers should act to reduce unauthorised parking in areas for the use of emergency services, including:

- clearer and better maintained signage and markings to identify those areas permitted for car parking, and all those areas which are to be kept clear
- improving awareness of traffic and parking rules, and
- stronger enforcement of parking rules.

Recommendation 10: The council and registered providers should regularly use their communication channels to inform and raise the awareness of residents in relation to fire safety.

Recommendation 11: The council and registered providers should provide, in the main entrance of all types of property, floor plans identifying the location of fire exits, and clearly and simply explaining what to do in case of a fire.

## **4.0 Financial Implications**

- 4.1 There are no significant financial implications for recommendations 1, 2, 3, 4, 6, 8, 10 and 11 if Cabinet were to accept these for implementation in any future Cabinet decision. However, recommendation 5, 7 and 9 would likely have significant operational costs associated to them and would require a full assessment of the costs if Cabinet were to implement the recommendations in any future Cabinet decision.

## **5.0 Legal Implications**

- 5.1 In coming to any decision on publicity the Council is required by section 4 of the Local Government Act 1988 (the 1988 Act) to have regard to the contents of the Code of Recommended Practice on Local Authority Publicity (the Code). Section 6 of the 1988 Act defines publicity as “any communication in whatever form, addressed to the public at large or a section of the public”. Principles set out in the Code states that publicity by local authorities should be lawful, cost effective, objective, even-handed, be appropriate, have regard to equality and diversity and be issued with care during periods of heightened sensitivity.
- 5.2 Paragraph 29 of the Code states that publicity about local authorities and the services they provide should be freely available to anyone who wishes to receive such information in a format readily accessible and understandable by the person making the request or by any particular group for which services are provided. The recommendations set out in 3.9 of the report relating to publicising and raising awareness of the Council’s functions which are relevant to fire safety would need to comply with the Code.
- 5.3 The Council and the police may act to reduce unauthorised parking in areas for the use of emergency services. Such parking can be tackled in various ways, such as under legislation governing obstruction and dangerous parking or through a Traffic Regulation Order. Further work would need to be undertaken to identify what are the appropriate options for the areas where unauthorised parking is occurring.
- 5.4 Under section 111 of the Local Government 1972 the Council has power to do anything where specifically permitted by legislation, or which facilitates, or is conducive or incidental to the discharge of statutory obligations. The Council’s powers and duties which are relevant to fire safety are referred in paragraphs 5.6 – 5.9 below. In addition, section 1 of the Localism Act 2011, the General Power of Competence enhances the power of the Council to do anything that individuals may generally do, which not prohibited by legislation, which are reasonable and proportionate. The proposed actions set out in recommendations 5,6,7,8 and 11 fall within the ambit of these powers.
- 5.5 As to sharing information about vulnerable tenants and leaseholders, organisations the sharing of any personal data must comply with the data protection principles contained in the Data Protection Act 1998 (DPA). It is good practice to have a data sharing agreement in place.
- 5.6 Fire safety for residential accommodation is regulated by both the Housing Act 2004 (the 2004 Act) and the Regulatory Reform (Fire Safety) Order 2005 (FSO). The FSO places duties on housing providers to risk assess fire safety in their properties, to take adequate precautions to reduce that risk of fire and to manage that risk which remains. These duties to apply to a range of property types. However in HMOS, flats, maisonettes and sheltered accommodation in which personal care is not provided, these duties only apply to the communal parts of residential properties (e.g. stairs, corridors, shared kitchen, bathrooms and lounges etc.) that is those parts of the premises that are (or could be used) used by the occupants of more than one

dwelling. These duties are enforced by fire and rescue authorities, but it must consult the Council before taking enforcement action.

- 5.7 Part 1 of the Housing Act 2004 enables the Council to take action to deal with poor housing conditions by means of the housing health and safety rating system (HHSRS), which is an evidence based risk assessment procedure. The HHSRS includes assessing the hazard of fire presented by a particular dwelling. The powers available apply to all types of residential premises, HMOs, purpose built blocks of flats and buildings comprised of converted flats.
- 5.8 The Act 2004 gives the Council power to intervene where it considers housing conditions to be unacceptable, on the basis of the impact of hazards on the health or safety of the most vulnerable potential occupant. There is a general duty to take appropriate action in relation to a category 1 hazard. There are a wide range of enforcement options to address hazards which include:
- serve an improvement - for works to be carried out;
  - make a prohibition order - to prohibit use of part or all of the premises for various specified purposes;
  - serve a hazard awareness notice - advisory notice for need for improvements;
  - take emergency remedial action – the Council takes remedial action to remove the hazard;
  - make an emergency prohibition order – to prohibit all use of all or part of the premises;
  - make a demolition orders and clearance areas.
- 5.9 The HMO licensing regime under Part of the 2004 Act provides the Council with procedures for the licencing of HMOs. In relation to fire safety, when granting a licence the Council must be satisfied that appropriate fire precaution facilities and equipment are provided and the HMO is reasonably suitable for occupation in terms of fire safety. Where, this is not the case, it may attach a condition to the licence requiring that works to ensure that facilities and equipment are installed within a specified period.

## **6.0 Equality Implications**

- 6.1 Under Section 149 of the Equality Act 2010, the Council has a duty when exercising its public functions to have 'due regard' to the need to eliminate discrimination and other conduct prohibited under the Act; advance equality of opportunity, and foster good relations between those who share a "protected characteristic" and those who do not. This duty is known as the public sector equality duty (PSED). The protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, sex, and sexual orientation.
- 6.2 There are no diversity implications immediately arising from this report. However, it is anticipated that if the proposed recommendations will be agreed, the implementation of the enhanced fire safety measures will enhance the safety and protection of the residents who are most at risk of harm, and will optimise equality outcomes for all.

- 6.3 In the implementation stage, an Equality Analysis will be completed to assess the impact on people with protected characteristics and where any unintended negative consequences are identified, the Council and the commissioned provider/s will implement remedial actions.

## **7.0 Consultation with Ward Members/Stakeholders**

- 7.1 Engagement with relevant stakeholders is set out in the full task group report as per Appendix 1.

## **8.0 Human Resources/Property Implications**

- 8.1 Not Applicable

**Report sign off:**

**PETER GADSDON**

Director of Performance Policy & Partnerships



## **Housing Scrutiny Committee**

### **Task Group on Fire Safety of Low-Rise Domestic Properties**

**January 2018**

## Contents

1. THE CHAIR'S FOREWORD .....	3
2. TASK GROUP MEMBERS .....	4
3. EXECUTIVE SUMMARY .....	5
4. BACKGROUND .....	7
5. METHODOLOGY .....	11
6. KEY FINDINGS AND RECOMMENDATIONS .....	12
Fire Prevention .....	13
Storage of bulky items .....	14
Emergency vehicle access .....	14

# 1. THE CHAIR'S FOREWORD

Fire has featured prominently in the news in 2017, in the UK and throughout the world. From arson attacks which have resulted in deaths, fires on industrial estates requiring road closures and evacuation of local residents, the fatal fire at Grenfell Tower, forest fires in Portugal and the USA and concluding with the fire in the multi-storey car park in Liverpool. One feature is that they make the news and are then pushed down the news agenda. For example after the Grenfell Tower the Summer edition of the Brent magazine had a three-page article on fire safety and a news item on £10 million for fire safety works in council-owned tower blocks. However the Winter edition had no mention of fire safety in its 56 pages.

Following Grenfell Tower several Government enquiries and the public inquest have been established to look into the cause and aftermath, with a separate enquiry into building regulations. But the scene is forever shifting. After the Liverpool multi-storey car park fire there will need to be a review of safety measures in car parks beneath residential and office blocks.

The focus after Grenfell Tower has been on fire safety in tower blocks. But most people do not live in a tower block and most people do not live in council housing. Brent is predominantly low-rise properties, eg semi-detached and terraced housing, ie street properties. The last major fatal fire in Brent was at a privately rented semi-detached property in Sonia Gardens in Neasden.

In light of the pertinence of this issue at hand and the extensive work by Brent Council on improving fire safety for high-rise properties, this task group set out to examine fire safety measures for all low-rise properties under all landlords and in private ownership, where most fire incidences and deaths occur. The evidence of fire incidences by property type highlights the majority of fire events occur in low rise properties. This is a combination of houses, converted and purpose built maisonettes where 61-74% of fires occurred each year between 2014/15 - 2016/17 compared to 1-5% for high-rise purpose-built flats or maisonettes in the same period.

My interest in fire safety began when I was a member of the London Fire and Civil Defence Authority (LFCDA) and its successor body, London Fire and Emergency Planning Authority. As a borough representative on the LFCDA I was notified of all fire deaths in Brent. Although over 15 years ago some still remain with me, particularly the death in the sheltered housing scheme and the death in a Money Shop, both in Wembley. Later, as a councillor for Dudden Hill ward, I remember the fatal fire in Sonia Gardens. So I am aware that fires can occur in any type of property, not just high rise properties. And everyone is responsible for fire safety, tenants, landlords and owner-occupiers.

I also learnt the importance of smoke detectors. I still have an old-fashioned battery operated smoke alarm but I regularly test it once a month. And I change its battery once a year, whether it needs it or not. It is my birthday present to myself. I thank the members of the task group for their work, and others who informed and contributed to the findings of this report.

**Cllr Janice Long**  
**Task Group Chair**

## 2. TASK GROUP MEMBERS



**Chair: Cllr Janice Long**



**Cllr Shafique  
Choudhary**



**Cllr John Duffy**



**Cllr Patricia  
Harrison**



**Cllr Jean Hossain**



### 3. EXECUTIVE SUMMARY

Following the fatal fire at Grenfell Tower in June 2017 there has been significant focus by different levels of government on the fire safety of domestic properties across the country. Nationally, this includes the Department for Communities and Local Government's Building Safety Programme, a public inquiry into the circumstances of the fire, and the Independent Review of Building Regulations and Fire Safety. In Brent, the council has published its fire risk assessments (FRAs) for council properties, and updated the 2017-18 housing works programme to include fire safety measures for tower blocks. The council has further agreed for £10 million to be spent on a package of enhanced fire safety measures for high rise blocks, and undertaken a number of other measures.

However, the majority of fire events occur in low rise properties, and so the task group felt there was a compelling case to investigate fire safety measures for these in addition to high rise blocks. It set out to examine fire safety measures for council housing and social housing managed by registered providers (RPs), as well as how they communicate with their tenants and leaseholders in respect of these issues. The group also looked at housing allocations policy, the risks posed by bulky items in common areas, and emergency vehicle access for social housing estates.

Social landlords have completed FRAs for all high rise blocks (18m and above) apart from street properties. The council has published its assessments online, and the RPs who met the group had mostly completed their FRAs, with the remaining few to be completed by March 2018. However, this is inconsistent amongst landlords and amongst types of property. The task group believes that all residents should benefit from the information and reassurance provided by making these assessments publicly available.

Evidence considered by the task group indicates that licensing for landlords has raised safety standards, and it concluded that it is of the greatest importance that the council does everything it can to raise awareness of landlords' obligations under this scheme amongst tenants.

A personal emergency plan exists for each vulnerable person, and the local fire brigade is provided notification of their location and vulnerability. The task group felt that it was important for this information to be regularly updated.

Bulky items stored in communal areas can pose a fire risk, or an obstruction to escape in the event of a fire. However, the task group was concerned that some landlords may not be proactive in their attitudes towards clearing these. It also recognised that storage space is an important factor in this regard, particularly for vulnerable residents who may rely on bulky equipment.

The issue of illegal parking in locations meant for the use of emergency vehicles was identified by members as an important area of focus. The necessary markings and signage to prohibit parking in these locations are often incomplete or unclear, and require immediate attention from the council and RPs to ensure high standards in safety for all Brent residents. Current parking enforcement also has limitations. Data reviewed by the task group demonstrates that better communication is required to inform residents where they should not park, and stronger policies and practice to deter them from doing so - particularly when this can impede the emergency services.

The task group also found anecdotal evidence that levels of awareness of basic fire safety are far from where they should be, and this remains a continuous challenge which requires further effort to address.

## **Recommendations**

**Recommendation 1:** The council and registered providers in Brent should publish the latest Fire Risk Assessments for all of their properties on an ongoing basis.

**Recommendation 2:** In wards where the landlord licensing scheme is in force, the council should continue work to raise tenants' awareness of it (and more widely if it is expanded beyond these wards). It should also publish a "plain English" guide for tenants on landlords' obligations under the scheme.

**Recommendation 3:** The council should better publicise the existing systems for residents to anonymously report non-compliant landlords under the landlord licence scheme.

**Recommendation 4:** The council and registered providers should work with care providers to ensure that the London Fire Brigade has up-to-date information about vulnerable tenants and leaseholders.

**Recommendation 5:** The council and registered providers should review the appropriateness of fire detection systems in properties based on the specific needs of their tenants and leaseholders.

**Recommendation 6:** All landlords should take a "zero tolerance" approach to bulky items kept in common areas.

**Recommendation 7:** All social landlords should provide storage space for bulky items for all property types and sizes.

**Recommendation 8:** The council should continue to develop plans and seek funding for secure bicycle storage units across the borough.

**Recommendation 9:** The council and registered providers should act to reduce unauthorised parking in areas for the use of emergency services, including:

- clearer and better maintained signage and markings to identify those areas permitted for car parking, and all those areas which are to be kept clear
- improving awareness of traffic and parking rules, and
- stronger enforcement of parking rules.

**Recommendation 10:** The council and registered providers should regularly use their communication channels to inform and raise the awareness of residents in relation to fire safety.

**Recommendation 11:** The council and registered providers should provide, in the main entrance of all types of property, floor plans identifying the location of fire exits, and clearly and simply explaining what to do in case of a fire.

## 4. BACKGROUND

### National Context

Following the fatal fire at Grenfell Tower in June 2017 there has been significant focus by local and central government on the fire safety of domestic properties across the country. The Department for Communities and Local Government (DCLG) established the Building Safety Programme in July to identify buildings which are of concern through a thorough checking and testing process.

The Prime Minister also announced a public inquiry into the circumstances of the fire, and the findings of this inquiry will have a significant impact on fire safety measures and practice when these are reported. Based on the terms of reference issued for the inquiry it is likely that building regulations, fire regulations and other legislation will be subject to reform, as well as guidance and industry practice relating to the design, construction, equipping and management of high-rise residential buildings.

There is also an Independent Review of Building Regulations and Fire Safety, which will report to the Government in Spring 2018, considering the current regulatory system for planning, design, construction, maintenance, refurbishment and change management; as well as the roles of key individuals within the system in ensuring that fire safety standards are met.

### Brent Context

Brent experienced a dramatic shift in the tenure of households between 2001 and 2011 with a decrease in owner-occupation from 56% to 44% of the borough's households. Meanwhile, the proportion of private rented households nearly doubled to 32%, and the proportion of social rented households held steady at 24%.<sup>1</sup>

The council's annual programme of Fire Risk Assessments (FRAs) for council properties was completed between March-May 2017 and can be found on the Brent website.<sup>2</sup> The actions resulting from the FRAs were mainly responsive repairs (eg replacing a damaged flat door); compliance checks on installations (eg boilers and self-closing mechanisms on doors) and staff training issues (eg fire safety awareness and the use of fire extinguishers).

The council has updated the 2017-18 housing works programme to include fire safety measures for tower blocks following the Grenfell Tower fire. On 10th July 2017 the council further agreed for £10 million to be spent on a package of enhanced fire safety measures for high rise blocks such as sprinklers, smoke detectors and fire alarms. Council officers developed a fully itemised and costed programme of fire safety work, outlining the enhanced fire detection equipment that could be installed, over and above the required standard.

Along with increasing funding, the council has undertaken a number of measures to inspect smoke detectors for council properties, improve awareness of the mitigation measures in place for civil emergencies; and also improve awareness of fire risks, including hosting local meetings between July and October 2017.

The evidence of fire incidents by property type in Table 1 highlights that the majority of fire events occur in low rise properties. This is a combination of houses, converted and purpose built maisonettes where 61-74% of fires occurred each year between 2014/15 and 2016/17. In the same period, properties with 10 or more storeys saw only 1-5% of fires.

---

<sup>1</sup> 'The 2011 Census: A Profile of Brent', Brent Council, 2013;

<sup>2</sup> <https://www.brent.gov.uk/services-for-residents/housing/fire-safety-in-brent/>

For this reason, the task group felt there was a compelling case to investigate fire safety measures for low-rise domestic properties in addition to high rise blocks. It set out to examine fire safety measures for council housing and social housing managed by registered providers (RPs), as well as how they communicate with their tenants and leaseholders in respect of these issues.

Along with the above, the group also wanted to look at housing allocations policy, and how this takes into account residents' ability to respond to fire and other emergency incidents; the risks posed by bulky items (such as buggies and bicycles) in common areas, and the impact of storage space on these risks; and emergency vehicle access for social housing estates, and how parking enforcement could help ensure and improve this.

Table 1: Evidence of fire incidents by property type			2014/15		2015/16		2016/17	
Property Class	Property Type	Detailed Property Type	Fires	Fire	Fires	Fire	Fires	Fire
				Deaths		Deaths		Deaths
Dwelling	Converted Flats/Maisonettes	Converted Flat/Maisonette - Up to 2 storeys	43		40		26	1
		Converted Flat/Maisonettes - 3 or more storeys	6		11		16	
	Dwelling	House - single occupancy	85		85	1	77	
		Self-contained Sheltered Housing	9		7		11	
		Other Dwelling	1					
		Caravan/Mobile home (permanent dwelling)	1					
	House in Multiple Occupation	Licensed House in Multiple Occupation - Up to 2 storeys	2		3		3	
		House in Multiple Occupation - Up to 2 storeys (not known if licensed)	4		2		2	
		Licensed House in Multiple Occupation - 3 or more storeys	1		5		1	
		Unlicensed House in Multiple Occupation - Up to 2 storeys	3				4	
		House in Multiple Occupation - 3 or more storeys (not known if licensed)	2		3			
		Unlicensed House in Multiple Occupation - 3 or more storeys	1				1	
	Purpose Built Flats/Maisonettes	Purpose Built Flats/Maisonettes - Up to 3 storeys	44		55		49	
		Purpose Built Flats/Maisonettes - 4 to 9 storeys	19		18		32	
		Purpose Built Flats/Maisonettes - 10 or more storeys	6		3		12	
Other Residential	Other Residential	Other Residential Home	2		3		3	
		Hostel (e.g. for homeless people)	3				3	

		Student Hall of Residence	2				1	
		Hotel/motel	1				1	
		Nurses'/Doctors' accommodation	1		1			
		Youth hostel	1					
		Boarding House/B&B for homeless/asylum seekers			1			
		Boarding House/B&B other	1					
		Sheltered Housing : not self-contained	1					
	Residential Home	Retirement/Old Persons Home	2		4		3	
		Nursing/Care Home/Hospice	3		2	1	3	
		Children's Home						
Grand Total			244	0	243	2	248	1

Source: London Fire Brigade, July 2017

## 5. METHODOLOGY

As part of this review the task group invited relevant partners to contribute through discussion groups, meetings and visits. Evidence-gathering included interviews with officers from Brent Council, Housing Associations and London Fire Brigade, as well as secondary quantitative data collated from experts.

The task group organised three meetings with officers from Brent Council, Housing Associations and London Fire Brigade:

Date	Stakeholder
27 Oct 2017	<ul style="list-style-type: none"><li>• Mark Davidson, London Fire Brigade (Brent)</li></ul>
13 Nov 2017	<ul style="list-style-type: none"><li>• Laurence Coaker, Head of Housing Needs, Brent Council</li><li>• Sean Gallagher, Head of Service - Housing Management Property, Brent Council</li><li>• Troy Francis, Head of Service - Housing Management Customer Services, Brent Council</li><li>• Spencer Randolph, Head of Private Housing Services, Brent Council</li><li>• John Flynn, Team Manager – Major Projects, Brent Council</li><li>• Lavdrim Krashi, Service Manager – Accommodation Services, Brent Council</li><li>• Mark Austin, Wing Parking</li></ul>
15 Nov 2017	<ul style="list-style-type: none"><li>• Wayne Davies, Director of Asset Management, Catalyst</li><li>• Paul Eccles, Catalyst</li><li>• Suraj Shah, Head of Strategic Asset Management, Network Homes</li><li>• Grahame Hines, CEO, Octavia</li><li>• Lewis Lowe, Octavia</li><li>• Geeta Le Tissier, External Contracts Manager, Brent Council</li></ul>

## 6. KEY FINDINGS AND RECOMMENDATIONS

Social landlords referred to here include Brent Council and the three registered providers (RPs) that attended task group meetings (Catalyst Homes, Network Homes and Octavia).

There has been much activity to review fire safety in the wake of the Grenfell Tower fire. Given the public inquiry and independent review mentioned above, the task group decided that it would be better to focus its attention on other areas not covered by their remits, so as to make the best use of its capacity.

The Government's Building Safety Programme mentioned above is identifying high rise buildings with Aluminium Composite Material (ACM) cladding (ie the same cladding used for Grenfell Tower, which led to the intensity of the fire). For those blocks where this is the case, landlords mentioned that they have taken appropriate measures of appointing wardens to oversee the properties 24 hours per day, until definitive solutions are identified. The cladding is being tested, and where necessary measures are being taken to replace the cladding with an adequate alternative material.

Social landlords told the task group that the need for urgent fire safety works warranted immediate activity without the usual statutory consultation with leaseholders. Their position was that these works can be scrutinised by member and resident panels in the future. They have, however, have been quick to develop a communication strategy to inform residents through printed material and public meetings on fire safety, prevention and mitigation in the case of a fire event. Landlords are also developing training for their staff based on observation of the usage of the property and interaction with residents.

Social landlords have completed Type 1 FRAs for all high rise blocks (18m and above) apart from street properties. These FRAs are for common parts of the block only, and non-destructive in their testing method. Brent Council has published its assessments online, however to ensure higher levels of safety and provide reassurance to residents, it plans to undertake Type 4 assessments (ie including flats, and using destructive testing methods) for all blocks in two phases from November 2017 to March 2019, which will test the strength of compartmentation. This involves the division of a building into cells, using construction materials that will prevent the passage of fire from one cell to another for a given period of time, and is widely agreed as the most effective fire safety measure.

The task group was told that future Type 1 FRAs by the council will take into consideration residents' behaviour, in relation to issues such as the removal of bulky items, testing fire alarms at home and creating networks between residents regardless of tenure type. This will require further resident consultation to ensure ownership of any new processes, instruments and schemes for fire safety.

The RPs who met the group had mostly completed their FRAs, and the remaining few would be completed by March 2018. Catalyst have published their fire action notices and street properties have new fire and heat alarms. In the wake of the Grenfell Fire, social landlords also have placed their street properties and Houses of Multiple Occupation (HMO) on full evacuation notices during a fire event. Caretakers monitor fire safety doors in common areas, and rise areas are kept clear (though some schemes have permanent caretakers while others are overseen by cleaning staff).

Network Homes have completed Types 1 and 4 FRAs for all buildings. Where front and fire doors in common areas were found to be inadequate, most of the RPs agreed to replace them free of charge for leaseholders. Properties found to have compartmentation weaknesses had



fire drill policies and fire wardens in-place. Further fire safety training was undertaken for staff with an attempt to shift the culture of the organisation towards fire safety for all RPs.

Positively, few high rise structures have been found to have many anomalies from the FRAs. While it is encouraging that FRAs and actions resulting from these are being made publicly available, this is inconsistent amongst landlords and amongst types of property. The task group believes that all residents should benefit from the information and reassurance provided by these assessments.

**Recommendation 1: The council and registered providers in Brent should publish the latest Fire Risk Assessments for all of their properties on an ongoing basis.**

## **Fire Prevention**

It was accepted by all who gave evidence to the group that landlords are ultimately responsible for fire safety. The London Fire Brigade (LFB) has a limited role in risk assessment, however, and has the power to shut down properties with a prohibition notice (under Article 31 Regulatory Reform (Fire Safety) Order 2005). This is issued where the use of the premises may constitute an imminent risk of death or serious injury to the persons using them. This may be a restriction of use, for example imposing a maximum number of persons allowed in the premises, or a prohibition of a specific use of all or part of the premises, for example prohibiting the use of particular floors or rooms for sleeping accommodation.

Any building over 18 metres in height is required by law to have fire proof lifts, which are contained within a concrete block with an independent power supply. However, the LFB discourages the use of lifts during a fire event.

The Borough Commander told the task group that he believed licensing for landlords has raised safety standards for properties where the landlords had obtained licenses, while unlicensed properties were felt to have lower safety standards. There have been a number of incidents across Brent of unscrupulous private sector landlords who have let substandard properties, and other councillors identified to the task group, in informal conversations, properties across Brent where they believe the extension of licensing for landlords would be useful, as well as highlighting the need to improve uptake in areas where it is already in force.

For these reasons, the task group feels that it is of the greatest importance that the council does everything it can to incentivise landlords to obtain a licence, and to discourage landlords from letting properties without a licence. It should also seek to ensure tenants know as much as possible about the obligations of their landlords in this respect.

**Recommendation 2: In wards where the landlord licensing scheme is in force, the council should continue work to raise tenants' awareness of it (and more widely if it is expanded beyond these wards). It should also publish a "plain English" guide for tenants on landlords' obligations under the scheme.**

**Recommendation 3: The council should better publicise the existing systems for residents to anonymously report non-compliant landlords under the landlord licence scheme.**

The Borough Commander advised the task group that any fire risk assessment should be based on residents' capacity to respond to emergencies, rather than a generic response for the property. In this spirit, he explained that the LFB is moving towards collecting information about residents after an incident, especially vulnerable people. A personal emergency plan

exists for each vulnerable person, with the local fire brigade provided notification of their location and vulnerability. The task group felt that it was important for this information to be regularly updated.

In terms of housing allocation, a medical assessment is undertaken by the district medical officer to assess the suitability of a property within a five tier classification for assessing client needs. A review of fixed term tenancy will be undertaken from April 2018, which could potentially impact on allocations policy.

**Recommendation 4: The council and registered providers should work with care providers to ensure that the London Fire Brigade has up-to-date information about vulnerable tenants and leaseholders.**

**Recommendation 5: The council and registered providers should review the appropriateness of fire detection systems in properties based on the specific needs of their tenants and leaseholders.**

### **Storage of bulky items**

Bulky items stored in communal areas can pose a fire risk, or an obstruction to escape in the event of a fire. The landlords which provided evidence to the task group stated that they took a “zero tolerance” approach to items kept in common areas, with a notice provided to clear any relevant items within 24 hours. Fly tipping is a significant issue in some estates with CCTV being installed to gather evidence for enforcement purposes, though there have been no successful cases completed in court thus far.

However, whilst the task group was pleased to note the approach of the RPs contributing to the task group, it remains concerned that other providers may not be so proactive in their attitudes towards bulky items in communal areas, and feels that this requires further effort overall.

Storage space is clearly an important factor in this regard, particularly for vulnerable residents who may rely on bulky equipment. For example, Network Homes have purpose built structures for mobility scooters within sheltered properties, while Catalyst Housing has created a list of vulnerable tenants, with plans to create extra storage space separate from their properties.

The council has stated that it will review the additional provision for storage of bulky items based on the FRAs undertaken this year.

**Recommendation 6: All landlords should take a “zero tolerance” approach to bulky items kept in common areas.**

**Recommendation 7: All social landlords should provide storage space for bulky items for all property types and sizes.**

**Recommendation 8: The council should continue to develop plans and seek funding for secure bicycle storage units across the borough.**

### **Emergency vehicle access**

The issue of illegal parking in locations meant for the use of emergency vehicles was identified by members as an important area of focus, for both council and RP estates. The necessary road markings to prohibit parking in these locations are often unclear, and some areas in which

parking is prohibited are not explicitly marked as such. These require immediate attention from social landlords to ensure high standards in safety for all Brent residents.

Parking contractors issue permits for residents and visitors, and provide enforcement where parking rules are broken. These include Parking Charge Notices. Wing Parking is the contractor for the council's estates as well as some RPs, and its enforcement includes increased patrols during event days. However, this has limitations. For example, on council estates enforcement is undertaken only between 6am and 10pm. The task group heard that gathering evidence late at night can be difficult, as poor light makes it hard to take photos as necessary evidence.

As can be seen in Annex 3, over a period between 2013 and 2017, 9579 parking offences were recorded in council estates. Of these, 984 (over 10%) related to parking in areas or positions where this was not permitted (as opposed to lacking the relevant permit or disabled badge). Whilst it cannot be known how many of these would have obstructed the access of a fire engine into the estate, this nonetheless demonstrates that better communication is required to inform residents where they should not park, and stronger policies and practice to deter them from doing so - particularly when this can impede the emergency services. These principles apply to both council and RP estates.

**Recommendation 9: The council and registered providers should act to reduce unauthorised parking in areas for the use of emergency services, including:**

- **clearer and better maintained signage and markings to identify those areas permitted for car parking, and all those areas which are to be kept clear**
- **improving awareness of traffic and parking rules, and**
- **stronger enforcement of parking rules.**

## **Resident awareness**

In addition to the findings above, the task group felt that there were a number of other actions available to improve the levels of awareness and measures to enhance fire safety in Brent. The Chair of the group informally consulted residents at the Brent Connects meeting in Willesden Library in November 2017, and found that a worrying proportion of those responding (around half) could not confirm that had a smoke alarm, or that they tested it on at least a monthly basis.

This was far from statistically robust research, and the sample group likely contained mostly owner-occupiers and a smaller proportion of private tenants, with very few social tenants. Nonetheless, it supported a concern amongst the task group members that levels of awareness of basic fire safety are far from where they should be, and this remains a continuous challenge which requires further effort to address.

**Recommendation 10: The council and registered providers should regularly use their communication channels to inform and raise the awareness of residents in relation to fire safety.**

**Recommendation 11: The council and registered providers should provide, in the main entrance of all types of property, floor plans identifying the location of fire exits, and clearly and simply explaining what to do in case of a fire.**

## Annex 1 Cause of fire incidents from FY13/14 - 16/17

Ignition Source Group	2013/14	2014/15	2015/16	2016/17
Not confirmed	285	223	266	303
Cooker	104	107	93	110
Electrical distribution	61	57	51	51
Other ignition source	46	38	58	46
Vehicle related	39	26	35	37
Smoking related	44	40	46	37
Matches and Candles	25	23	32	24
Other item	12	17	16	17
Kitchen appliances	19	25	24	16
Lighting	12	10	13	15
White goods	8	15	15	9
Heating appliances	11	8	7	7
Domestic appliances	1	1	4	3
DIY	3	3	3	3
Audio-Visual	1	1	3	1
<b>Grand Total</b>	<b>671</b>	<b>594</b>	<b>666</b>	<b>679</b>

Source: London Fire Brigade

## Annex 2 Cause of death from fire in residential properties from FY13/14-16/17

Property Class	Ignition Source Group	2013/14	2014/15	2015/16	2016/17
Dwelling	Matches and Candles	0	0	0	1
	Not confirmed	0	0	1	0
	Smoking related	1	0	0	0
Other Residential	Smoking related	0	0	1	0
<b>Grand Total</b>		<b>1</b>	<b>0</b>	<b>2</b>	<b>1</b>


Source: London Fire Brigade

### Annex 3

#### Parking Offences on council estates between 2013 – 2017

	No Parking Permit	Not Clearly Displaying a Valid Permit	Not Parked in a Designated Area	Obstruct ive Parking	Parked on Cross Hatching	Parked on Yellow Lines	Parking in Disabled Bay without clearly displaying a Valid Disabled Badge	Parking in No Parking area	Unauthorised Parking	Grand Total
Grand Total	4164	4356	22	30	52	198	75	677	5	9579

**This page is intentionally left blank**

	<b>Cabinet</b> 12 March 2018
	<b>Report from the Director of Performance, Policy and Partnerships</b>
<b>Performance Report, Q3 (October - December) 2017/18</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Key Decision
<b>Open or Part/Fully Exempt:</b>	Open
<b>No. of Appendices:</b>	1 - Appendix A – Corporate Performance Scorecard
<b>Background Papers:</b>	None
<b>Contact Officer</b>	Irene Bremang Head of Performance & Improvement Tel: 020 8937 1822 <a href="mailto:irene.bremang@brent.gov.uk">irene.bremang@brent.gov.uk</a>  Peter Gadsdon Director, Performance, Policy and Partnerships, Tel: 020 8937 1400 <a href="mailto:Peter.gadsdon@brent.gov.uk">Peter.gadsdon@brent.gov.uk</a>

## 1.0 Purpose of the Report

- 1.1 This report and the performance scorecard (**Appendix A**) set out the position on the Council's performance in the third quarter of 2017/18. The content and format of the report and scorecard 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.
- 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 four 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. Commentary is mandatory in line with the current performance framework and is included in the scorecard. This applies to all measures which have a Green, Amber or Red RAG status.

## **2.0 Recommendation(s)**

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.

## **3.0 Detail**

3.1 Overall there are currently 90 key indicators in the Q3 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 30 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 60 key indicators linked to the Borough Plan priorities and the Council's 'Corporate Health' in a tabular format.

3.2 Out of the 30 Brent 2020 priority indicators: 12 are on or above target (Green status), with a further 8 just off target (Amber status), leaving 10 significantly off target (Red status).



- 3.3 There are 61 Borough Plan and Corporate Health indicators in the Q3 scorecard, of which 45 indicators have a RAG status. 17 are on or above target (Green status), 13 are just off target (Amber status), and 15 are significantly off target (Red status). A further 16 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 The Living Room employment outcomes are now ahead of target after robust performance in Q3 (Actual YTD 24 against Target YTD 20). Additional funding for 2018/19 has been awarded to help the service focus on getting Council tenants back into work and a further funding application has been made by the service to the DWP Community Budget. Alongside this, further outreach work, planned additional courses and a new outreach strategy will strengthen the service offer and help maintain strong performance in the coming year. There has been good performance in Brent Start achievement (now called Pass) rates and percentage rate of NEETs (16 to 18 year olds who are not in education, employment or training) also: Brent Start achievement (Pass) rates (Actual YTD – 93.6%, Target – 93%); Percentage of NEETs (Actual YTD – 0.8%, Target YTD – 1.6%).
- 3.6 Brent Works apprenticeship outcomes (Actual YTD – 13, Target – 30) is currently below target with a Red rating and Brent Works job outcomes (Actual YTD – 67, Target YTD – 75) is currently Amber due to 10 jobs in the pipeline being subject to CRB checking. A new Apprenticeship Strategy was proposed to Cabinet on 23/10/17 which aims to streamline processes and promote the apprenticeship scheme in Brent in time for the next financial year. The service expects that performance will meet the March 2018 target of 40 as 12 new apprenticeship positions are being filled in January with a further 5 awaiting start dates. In addition there will be new apprenticeships created under S106 obligations, a new talent bank of candidates to encourage timely placements and improved partnership working with local providers including Sector Based Work Academies (SBWAs).
- 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 48.2% against a target of 58%. This group includes an increasing number of former Unaccompanied Asylum Seekers (UASC) whose immigration status prevents them accessing employment and education post 18 years old, which has a significant impact on performance in this area. We ensure that Brent's personal advisors and accommodation providers actively work with these young people to provide meaningful activities whilst their asylum status is being determined.

## **Regeneration - economic, social and environmental conditions**

- 3.8 The timeliness of minor planning application decisions is above target and performing strongly in Q3 (Actual YTD – 90% provisional; Target YTD – 76%). Prior approvals are dealt with very efficiently and productivity has increased due to additional resources and better performance management. The timeliness of major planning applications is now Green RAG which shows a significant improvement (Actual YTD – 90.24% provisional, Target YTD – 82%) due to the better use of extension agreements and performance monitoring. Going forward there will be a greater staff focus on the appropriate use of extension of time agreements on both major and minor applications to maintain strong performance into 2018/19.
- 3.9 Reports of illegally dumped waste incidents have decreased over Q3 but remain high (Actual YTD – 13,702 incidents. The overall high numbers 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. Building on this awareness and good work, there is a new in-house team to issue Fixed Penalty Notices for littering and illegal dumping. Notably, even with increasing volumes of reported incidents, the average time taken to remove illegally dumped waste is less than one day (Q3 average of 0.72 days against a target of 1 day, Green RAG status).
- 3.10 The reoffending rates by young offenders remains Red rated from Q2 with an actual rate of 54.1% against a target of 42.8% (Q2 Actual YTD – 48.2%). The Youth Offending Service is using the Youth Justice Board re-offending live tracker tool to identify opportunities to target support and respond to emerging needs.

## **Business and Housing Growth**

- 3.11 The number of empty properties brought back into use is significantly below target in Q3 (Actual YTD – 29, Annual Target – 100). Although Red RAG, a recent audit showed that there nearly 40 properties expected to be completed during the rest of the financial year that will significantly improve overall performance by March 2018. However, it is unlikely that the annual target of 100 properties will be reached.

## **Demand Management**

- 3.12 There has been mixed performance against the suite of Housing Needs indicators that signify demand for housing:
- These indicators have a Green RAG status: Household in Temporary Accommodation (Actual YTD – 2,530, Target 2,541); Accepted homeless (Actual YTD – 414, Target YTD – 450).
  - Performance for the Homelessness prevention indicator has decreased slightly to Amber RAG status this quarter from Green in Q2 (Actual YTD – 422; Target YTD – 432).
  - Households in non-self-contained B&B (Actual YTD –40 Target 30) is currently Red RAG, affected by the cold weather this winter and a backlog of pending cases. The service is now prioritising reduced use of this temporary accommodation type, recruiting and training new staff and is monitoring of performance in this challenging area in preparation for the Homelessness Reduction Act implementation in April 2018.
- 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 the indicators for both age ranges (18-64 and 65+) have Red ratings. Unfortunately there was an increase in admissions for people aged 18-64 due to the council inheriting some former CCG placements. And for older people aged 65+, performance was also Red for Q3 due to several reasons including the delayed opening of Visram House. To sustainably improve performance in the near future, work is being undertaken to agree a process for managing Continuing Health Care funding reviews and upskill Extra Care Sheltered Housing (ECSH) staff to help deal with clients that have complex needs.
- 3.14 The Reablement service is showing a continuing positive trend in its monthly performance this quarter with a Green RAG (Actual YTD – 78%, Target 75%). To continue to improve performance and maintain excellent service standards, an agreement between the council and health partners to make reablement (referred to as Home First) the default pathway for clients leaving hospital care has been reached and is reflected in the positive trend for this quarter. In addition, relevant staff are being up-skilled to implement this new process and maintain high standards of care.
- 3.15 There has been a continued improvement in reducing the timescales for placing a child in care with their new adoptive family (Green YTD) reflecting effective permanency planning. The 3-year average position is currently at 379 days against a target of 494 days in Q3. This is a substantial improvement upon performance at the end of 2015/16 and 2017/18 which were 494 and 523 respectively.

- 3.16 The percentage of LAC placed with foster carers is currently Amber (Actual YTD – 65.3%, Target – 68%). The service is working hard to recruit more in-house foster carers to increase the number of children placed into foster care. However as a greater proportion (40%) of those now in care are aged 16-17, 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 below target for council tax/housing benefit overpayment recovery (Red RAG, Actual YTD – £7.08m, Target YTD – £8m) although Q3 was the best performing quarter of the year with £2.4m collected in the quarter alone. There is also a substantial amount (over £1.5m) due in Q4 due to the legal cycle and the negotiation of recovery arrangements. NNDR rates are now Green RAG (Actual YTD of 87.22% against a Target YTD of 84.33%). Performance is on course to reach the relevant contractual targets.
- 3.18 The value of council tax arrears recovered is lower than forecasted in Q3 again (Red RAG, Actual YTD – £1.75m, Target YTD – £2.2m) and is now unlikely to meet the end of year target of £3.1m. The service has increased resources dedicated to pro-active debt recovery to help improve performance.
- 3.19 Income generation in Building Control has improved again from £14.4k in Q2 to £15.2k in Q3. The revenue income from the council's commercial portfolio is below target (Red RAG, Actual YTD – £1.65m, Target YTD – £1.73m). The level of income collected fluctuates during the year, however, the cumulative figure is forecast to continue to rise due to increased levels of income billing over time. The Registration and Nationality service income (Actual YTD - £709k; Target YTD - £704k) is above target for this quarter reflecting a Green RAG status. This is an improvement from last quarter (£461k; Target YTD - £469K, Amber RAG) as a result of increasing the staffing levels and therefore the appointments available for the European Passport Service and citizenship ceremonies. The Nationality Checking Service diaries are being monitored to identify opportunities for efficiency and income maximisation.

### **Borough Plan Priorities**

#### **Better Lives**

- 3.20 There has been a slight decrease in overall performance in the percentage of LAC with an up to date Personal Educational Plan (Q3 Actual YTD – 95%; Target – 98%; Amber RAG status) from Q2. However there were newly accommodated LAC from the summer school break who will have their PEP completed this term. In regard to school places, performance was mixed - there were 9 children not offered a school place within 4 weeks. This was due to the Year 10 and 11 applications being new arrivals to the UK and the interview process taking place over the festive season. Work is underway with schools

to ensure all children are offered a school place and that suitable and supported provision is offered to any other new student this academic year.

- 3.21 In Adult Social Care, performance has also been good in the use of self-directed support (Actual YTD – 96%, Target YTD – 95%); reflecting a Green RAG status. Performance for direct payments (Actual YTD – 23.46%, Target YTD – 23.5%) has stayed at Amber RAG this quarter. To improve performance and meet the year end target in March, direct payment services continue to be promoted by the service, including encouraging the change to DP from traditional packages by existing clients alongside increasing uptake.
- 3.22 There has been strong performance with regard to public health services. Brent is currently in the top quartile nationally and best performer in London for successful completions (opiates) as a proportion of all drug users in treatment (Green RAG) and all but one of 150 clients reported a waiting time of not more than three weeks for their first intervention, which is well above the national average (Green RAG). The percentage of residents completing health checks is also on track against its forecast for this time of the year (Green RAG) and is expected to fully meet its annual target in March 2018. New birth visits are currently below target (Amber RAG) but the service anticipates that the introduction of the new MECSH (Maternal Early Childhood Sustained Home-visiting) model which provides an intensive input to vulnerable mothers will help to improve performance and thus achieve target by the end of the financial year.

## **Better Place**

### Sustainable Environment

- 3.23 The percentage of gullies regularly cleared is at target in Q3 (Actual YTD – 99%, target – 99%) and has a Green RAG status. Gully cleaning performance has been affected by parked vehicles, causing restrictions and leading to multiple visits in some cases. However, performance reached 100% in December and performance has been consistently strong in the preceding months.
- 3.24 Five of the public realm indicators have a Red RAG status and the performance for residual household waste per household remains on Amber (Q3 Actual YTD – 374kg, Target YTD – 360kg) after being Green in Q1. 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 main residual waste producers continue to be houses of multiple occupancy which has meant that the council and its partners have had to redouble their efforts on reduction and reuse. The Red rated indicators are:
- Residual waste disposal tonnage (Actual YTD – 51,489, Target YTD – 45,589)

- Municipal waste tonnage sent to landfill (Actual YTD – 56,253, Target - 50,148)
- Household recyclables (Actual YTD – 38%; Target – 45%)
- Category 1 defects (emergency call outs – 24 hours response time) repaired on time (Actual YTD – 90%; Target YTD – 98%)
- Category 2 defects (non-emergency call outs, 7-28 days response time) - repaired on time (Actual YTD – 41%, Target YTD – 98%).

### Housing Supply and Provision

- 3.25 Three of the housing provision indicators are on target or exceeding their targets and have a Green RAG status: Percentage of Wates responsive repairs appointments that are kept (Actual YTD – 99%, Target – YTD 99%); and the Percentage of repairs issued to WLS completed on the first visit (Actual YTD – 7%, Target – YTD 92%); Number of Mandatory HMOs licensed (Actual YTD – 709, Annual target – 700).
- 3.26 As in Q2, there is one housing supply indicator that is just below target and has an Amber rating:
- Number of additional and selective dwellings licensed (cumulative), (Actual YTD – 6,121, Target – 8,000).
- 3.27 Two housing supply indicators have Red RAGs:
- Average time to re-let minor voids (Brent Housing Management)
    - Actual YTD – 60 days; Annual Target – 24 days
    - Solutions have been put in place to better identify and address problems and re-let legacy voids, thus improving performance. The service expects legacy voids to be cleared by February 2018 and in the meantime has concentrated on those that have been vacant for a long time, thus reflecting a longer turnaround time in the short term.
    - In the long run there will be a service redesign and more effective use of the housing management system as part of the wider transformation programme.
  - Average time to re-let major voids (Brent Housing Management)
    - Actual YTD days – 76; Annual Target – 61 days
    - Solutions are the same as for minor voids, listed above.
  - Underperformance of these two KPIs relates to performance before the service was brought back into the Council. The Housing Management Service came back to the Council at the end of Q2 and solutions have been put in place as a priority.

### Arts and Leisure Facilities

- 3.28 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 36,298; Target YTD – 36,794). A marketing outreach plan to care homes, schools and former library users has been put in place to help improve

performance has run into some initial difficulties with arranging the outreach and lower than expected levels of class take-up and interest from library hub customers. However, the service has a newly revised action plan and partnership arrangements which should see performance improve before March 2018. Alongside this, the service is sending out targeted emails to lapsed borrowers and has launched its Read Ahead campaign to promote book borrowing amongst adults. Overall performance is expected to improve and meet target by March 2018.

## **Better Local**

### Customer Care

- 3.29 Telephone call answering rates (Actual YTD – 77.6%; Target – 90%), and ACD telephone calls answered (Actual YTD – 76.37%; Target YTD – 90%) are performing below target and have a Red rating. However, Average Customer waiting times (Actual YTD – 28 minutes; Target YTD – 30 minutes) is now Green RAG from Amber last quarter. There have been a number of contributory factors to underperformance such as resourcing pressures backlogs and service transformation. 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.
- 3.30 There has been a slight decline in Stage 1 corporate and statutory complaints timeliness performance and these indicators remain Red rated (Stage 1 Corporate Actual – 92%, YTD Target – 100%; Stage 1 Statutory Actual – 88%, YTD Target – 100%). The timeliness of Stage 2 Corporate complaints remains as it was last quarter (Actual – 85%, YTD Target – 100%, Red rated). Timeliness of Statutory Stage 2 complaints has increased to 75% cases completed on time in Q3 alone and an actual YTD performance of 55% against a 100% target. The volume of statutory stage 2 complaints is very low, but the nature of these complaints are complex and Children's cases must be investigated independently. There is a council wide complaints improvement action plan to address timeliness, escalation of complaints and improved management of complaints so the service is expecting improved performance in 2018/19.
- 3.31 FOI performance is continuing to exceed the ICO's minimum standard on timeliness and has a Green RAG status again in Q3 (Actual YTD – 96%; Target – 90%).

## **4.0 Financial Implications**

- 4.1 None

## **5.0 Legal Implications**

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

## **6.0 Equality Implications**

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

- 7.1 Not applicable.

## **8.0 Human Resources/Property Implications (if appropriate)**

- 8.1 None.

**Report sign off:**

**PETER GADSDON**

Director, Performance, Policy & Partnerships

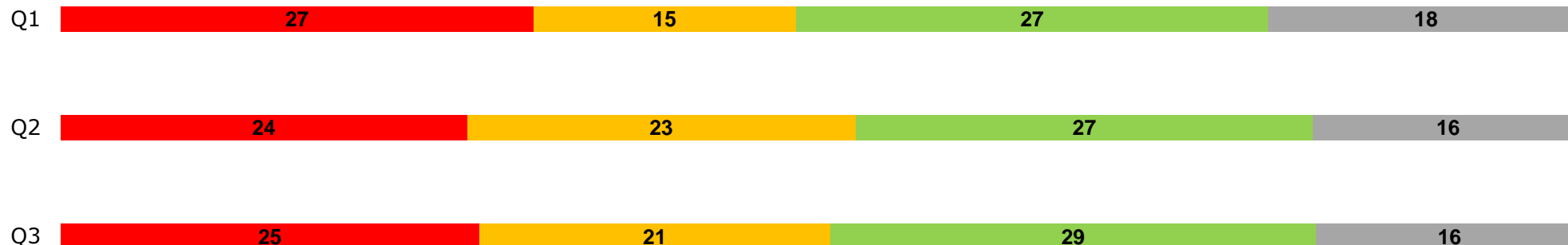


# Cabinet - Corporate Performance Scorecard March 2018

## Brent 2020 and Borough Plan Performance Summary – Quarter 3 (October 2017 to December 2017)

How did Brent perform?

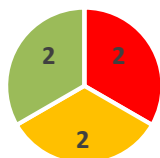
Legend:



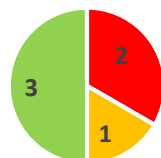
### Performance summary of Brent 2020 priorities

Page 51

Employment and Skills



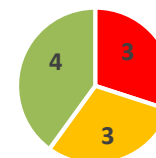
Regeneration



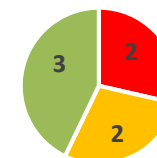
Business and Housing Growth



Demand Management

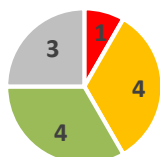


Raising Income

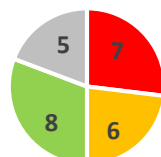


### Performance summary of Borough Plan priorities

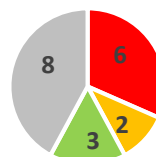
Better Lives



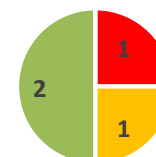
Better Place



Better Local



Corporate Health



**Brent 2020 and Borough Plan Performance Summary – Quarter 3 (October 2017 to December 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*

**Table of contents:**

Strategic Plan	Priority	Performance measures
Brent 2020	Employment & Skills	Page 3
	Regeneration	Page 5
	Business & Housing	Page 7
	Demand Management	Page 8
	Raising Income	Page 12
Borough Plan	Better Lives	Page 15
	Better Place	Page 17
	Better Local	Page 22
	Corporate Health	Page 25

## BRENT 2020 - EMPLOYMENT AND SKILLS

KPI ID:	2016/17 OUTTURN	Q1 17/18	Q2 17/18	Q3 17/18	ACTUAL YTD	TARGET YTD	ANNUAL TARGET	RAG YTD	COMMENTS AND ACTIONS																												
Priority Areas - The Living Room (TLR) - Employment Outcomes	49	4	11	9	24	20	27	Green	<p><b>Comment:</b> TLR has continued to prove successful in supporting residents into work despite complications with the ESF contract with London Councils. Team completely changed with a new manager &amp; advisor started in Nov. Funding for 18/19 awarded from HRA account to focus on supporting tenants into employment. Additional funding has been applied for via DWP Community Budget.</p> <p><b>Actions:</b> 1. Embed a new outreach strategy in order to engage new residents &amp; design a new programme of workshops to support progression into employment in particular young people. 2. Co-locate a Brent Works Team member on allocated days at TLR to increase visibility of available jobs outcomes. 3. Range of courses have been scheduled including a parenting course, ESOL &amp; Hairdressing to improve engagements &amp; progression of residents. 4. Outreach activity to include coffee mornings at local schools to engage parents at drop off/pick up.</p>																												
	<div><p>Priority Areas - The Living Room (TLR) - Employment Outcomes</p><table><thead><tr><th>Month</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>Apr-17</td><td>1</td><td>2</td></tr><tr><td>May-17</td><td>2</td><td>2</td></tr><tr><td>Jun-17</td><td>1</td><td>2</td></tr><tr><td>Jul-17</td><td>2</td><td>2</td></tr><tr><td>Aug-17</td><td>5</td><td>2</td></tr><tr><td>Sep-17</td><td>4</td><td>2</td></tr><tr><td>Oct-17</td><td>3</td><td>2</td></tr><tr><td>Nov-17</td><td>4</td><td>2</td></tr><tr><td>Dec-17</td><td>2</td><td>2</td></tr></tbody></table></div>									Month	Actual	Target	Apr-17	1	2	May-17	2	2	Jun-17	1	2	Jul-17	2	2	Aug-17	5	2	Sep-17	4	2	Oct-17	3	2	Nov-17	4	2	Dec-17
Month	Actual	Target																																			
Apr-17	1	2																																			
May-17	2	2																																			
Jun-17	1	2																																			
Jul-17	2	2																																			
Aug-17	5	2																																			
Sep-17	4	2																																			
Oct-17	3	2																																			
Nov-17	4	2																																			
Dec-17	2	2																																			
LEAD MEMBER: Cllr Tatler																																					
STRATEGIC DIRECTOR: Amar Dave																																					
GOOD IS: Bigger is better																																					

KPI ID:	2016/17 OUTTURN	Q1 17/18	Q2 17/18	Q3 17/18	ACTUAL YTD	TARGET YTD	ANNUAL TARGET	RAG YTD	COMMENTS AND ACTIONS																														
Brent Works - Apprenticeship Outcomes	27	5	3	5	13	30	40	Red	<b>Comment:</b> 12 apprenticeship starts confirmed in early Jan with further 5 candidates awaiting start dates, bringing total up to 30 starts YTD. Recruitment complete and final Apprenticeship & Employment Officer has joined. Team on track to deliver projected target of 40 Apprenticeships this year. <b>Actions:</b> 1. Currently recruiting to 21 live opportunities. 2. Additional 15 opportunities created via section 106. 3. Monitoring system implemented for S106 obligations to ensure recruitment campaign for Apprenticeships start 2 months prior to job start. 4. Integrated approach with Brent HR to co-facilitate next campaign intake scheduled for Apr 19. 5. Development of Apprenticeship Lead to assist allocation of Local Apprenticeship vacancies. 6. Improved working with residents to build a 'talent bank' of work ready residents. 7. Improve partnership working with CSCS providers, Independent organisations & CNWL to ensure that we are actively working with their cohorts.																														
	<div>Brent Works - Apprenticeship Outcomes</div> <table><thead><tr><th>Month</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>Apr-17</td><td>0</td><td>3</td></tr><tr><td>May-17</td><td>0</td><td>3</td></tr><tr><td>Jun-17</td><td>5</td><td>3</td></tr><tr><td>Jul-17</td><td>1</td><td>3</td></tr><tr><td>Aug-17</td><td>0</td><td>3</td></tr><tr><td>Sep-17</td><td>2</td><td>3</td></tr><tr><td>Oct-17</td><td>3</td><td>3</td></tr><tr><td>Nov-17</td><td>1</td><td>3</td></tr><tr><td>Dec-17</td><td>1</td><td>3</td></tr></tbody></table>									Month	Actual	Target	Apr-17	0	3	May-17	0	3	Jun-17	5	3	Jul-17	1	3	Aug-17	0	3	Sep-17	2	3	Oct-17	3	3	Nov-17	1	3	Dec-17	1	3
	Month	Actual	Target																																				
	Apr-17	0	3																																				
May-17	0	3																																					
Jun-17	5	3																																					
Jul-17	1	3																																					
Aug-17	0	3																																					
Sep-17	2	3																																					
Oct-17	3	3																																					
Nov-17	1	3																																					
Dec-17	1	3																																					
LEAD MEMBER: Cllr Tatler																																							
STRATEGIC DIRECTOR: Amar Dave																																							
GOOD IS: Bigger is better																																							

KPI ID:	2016/17 OUTTURN	Q1 17/18	Q2 17/18	Q3 17/18	ACTUAL YTD	TARGET YTD	ANNUAL TARGET	RAG YTD	COMMENTS AND ACTIONS																														
Brent Works - Job Outcomes	New measure for 2017/18	26	23	18	67	75	100	Amber	<b>Comment:</b> Currently on track to achieve annual target with 67 outcomes already in place and 10 job offers currently pending CBR checks. 17 live vacancies currently being recruited to. Teams focusing on developing new employer leads in Park Royal & via S106 obligations. Successfully piloted programme with Wates to support 4 unemployed residents into training & support career development within industry and plan to roll out model to other construction companies with S106 obligations . <b>Action:</b> 1.Currently recruiting to 17 live job opportunities. 2.Maintaining strong relationships with employers to engage with Brent Works for ongoing recruitment needs. 3.Focus on SBWA's & developing partnership working with providers such as JCP & CNWL. 4.Implemented structured process to recruit on large scale for organisation such as HS2, Wasabi & Health Care providers. 5.Development of S106 requirements, placing team in a more strategic position to recruit against employment vacancies.																														
	<div>Brent Works Job Outcomes</div> <table border="1"><thead><tr><th>Month</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>Apr-17</td><td>15</td><td>75</td></tr><tr><td>May-17</td><td>6</td><td>75</td></tr><tr><td>Jun-17</td><td>5</td><td>75</td></tr><tr><td>Jul-17</td><td>7</td><td>75</td></tr><tr><td>Aug-17</td><td>7</td><td>75</td></tr><tr><td>Sep-17</td><td>9</td><td>75</td></tr><tr><td>Oct-17</td><td>7</td><td>75</td></tr><tr><td>Nov-17</td><td>5</td><td>75</td></tr><tr><td>Dec-17</td><td>6</td><td>75</td></tr></tbody></table>									Month	Actual	Target	Apr-17	15	75	May-17	6	75	Jun-17	5	75	Jul-17	7	75	Aug-17	7	75	Sep-17	9	75	Oct-17	7	75	Nov-17	5	75	Dec-17	6	75
	Month	Actual	Target																																				
	Apr-17	15	75																																				
May-17	6	75																																					
Jun-17	5	75																																					
Jul-17	7	75																																					
Aug-17	7	75																																					
Sep-17	9	75																																					
Oct-17	7	75																																					
Nov-17	5	75																																					
Dec-17	6	75																																					
LEAD MEMBER: Cllr Tatler																																							
STRATEGIC DIRECTOR: Amar Dave																																							
GOOD IS: Bigger is better																																							

## BRENT 2020 - EMPLOYMENT AND SKILLS

KPI ID:	2016/17 OUTTURN	Q1 17/18	Q2 17/18	Q3 17/18	ACTUAL YTD	TARGET YTD	ANNUAL TARGET	RAG YTD	COMMENTS AND ACTIONS																					
Brent Starts Achievement Rate <i>(now referred to by Education and Skills Funding Agency (ESFA) as Pass Rate)</i>	90%	92.3%	93.6%	Not in scope	93.6%	93%	93%	Green	<b>Comment:</b> In year achievement not in scope as yet. Achievement will come in from awarding organisations late Jan, can report next quarter. Achievement rate for 16/17 is 93.6% which is higher than last year by 1.7% and above provider average of 92.2%																					
LEAD MEMBER: Cllr Tatler	<div>Brent Starts Achievement Rate</div> <table border="1"><caption>Brent Starts Achievement Rate Data</caption><thead><tr><th>Period</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>Apr-17</td><td>95%</td><td>93.6%</td></tr><tr><td>May-17</td><td>91%</td><td>93.6%</td></tr><tr><td>Jun-17</td><td>91%</td><td>93.6%</td></tr><tr><td>Jul-17</td><td>93.6%</td><td>93.6%</td></tr><tr><td>Aug-17</td><td>93.6%</td><td>93.6%</td></tr><tr><td>Sep-17</td><td>93.6%</td><td>93.6%</td></tr></tbody></table>									Period	Actual	Target	Apr-17	95%	93.6%	May-17	91%	93.6%	Jun-17	91%	93.6%	Jul-17	93.6%	93.6%	Aug-17	93.6%	93.6%	Sep-17	93.6%	93.6%
Period										Actual	Target																			
Apr-17	95%	93.6%																												
May-17	91%	93.6%																												
Jun-17	91%	93.6%																												
Jul-17	93.6%	93.6%																												
Aug-17	93.6%	93.6%																												
Sep-17	93.6%	93.6%																												
STRATEGIC DIRECTOR: Amar Dave																														
GOOD IS: Bigger is better									BENCHMARK DATA																					
									N/A																					

KPI ID:	2016/17 OUTTURN	Q1 17/18	Q2 17/18	Q3 17/18	ACTUAL YTD	TARGET YTD	ANNUAL TARGET	RAG YTD	COMMENTS AND ACTIONS																														
Percentage of care leavers in education, employment or training (EET)	49%	47.0%	47.0%	48.2%	48.2%	58%	58%	Red	<p><b>Comment:</b> 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.</p> <p><b>Action:</b> 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>																														
LEAD MEMBER: Cllr Patel	<p>Percentage of care leavers in education, employment or training</p> <table border="1"><thead><tr><th>Month</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>Apr-17</td><td>44%</td><td>48.2%</td></tr><tr><td>May-17</td><td>44%</td><td>48.2%</td></tr><tr><td>Jun-17</td><td>47%</td><td>48.2%</td></tr><tr><td>Jul-17</td><td>49%</td><td>48.2%</td></tr><tr><td>Aug-17</td><td>45%</td><td>48.2%</td></tr><tr><td>Sep-17</td><td>47%</td><td>48.2%</td></tr><tr><td>Oct-17</td><td>46.2%</td><td>48.2%</td></tr><tr><td>Nov-17</td><td>47%</td><td>48.2%</td></tr><tr><td>Dec-17</td><td>48.2%</td><td>48.2%</td></tr></tbody></table>									Month	Actual	Target	Apr-17	44%	48.2%	May-17	44%	48.2%	Jun-17	47%	48.2%	Jul-17	49%	48.2%	Aug-17	45%	48.2%	Sep-17	47%	48.2%	Oct-17	46.2%	48.2%	Nov-17	47%	48.2%	Dec-17	48.2%	48.2%
Month	Actual	Target																																					
Apr-17	44%	48.2%																																					
May-17	44%	48.2%																																					
Jun-17	47%	48.2%																																					
Jul-17	49%	48.2%																																					
Aug-17	45%	48.2%																																					
Sep-17	47%	48.2%																																					
Oct-17	46.2%	48.2%																																					
Nov-17	47%	48.2%																																					
Dec-17	48.2%	48.2%																																					
STRATEGIC DIRECTOR: Gail Tolley																																							
GOOD IS: Bigger is better																																							

KPI ID:	2016/17 OUTTURN	Q1 17/18	Q2 17/18	Q3 17/18	ACTUAL YTD	TARGET YTD	ANNUAL TARGET	RAG YTD	COMMENTS AND ACTIONS															
Percentage of academic age 16-17 year olds who are not in education, employment or training (NEET)	1.6%	1.4%	0.87%	1.8%	1.8%	1.6%	1.6%	Amber	The quarter 3 figure of 1.8% is not representative of the NEET cohort, as young people are still in transition and destinations are not yet confirmed. A more accurate picture will be available in Q4 based on updated school, college and training provider lists. Annual performance against this target is measured nationally as a three month average of December, January and February.															
	<div>Percentage of 16 to 18 year olds who are not in education, employment or training (NEET)</div> <table border="1"><thead><tr><th>Period</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Q4 16/17</td><td>1.6%</td><td>1.6%</td></tr><tr><td>Q1 17/18</td><td>1.4%</td><td>1.6%</td></tr><tr><td>Q2 17/18</td><td>0.87%</td><td>1.6%</td></tr><tr><td>Q3 17/18</td><td>1.8%</td><td>1.6%</td></tr></tbody></table>									Period	Actual (%)	Target (%)	Q4 16/17	1.6%	1.6%	Q1 17/18	1.4%	1.6%	Q2 17/18	0.87%	1.6%	Q3 17/18	1.8%	1.6%
	Period	Actual (%)	Target (%)																					
Q4 16/17	1.6%	1.6%																						
Q1 17/18	1.4%	1.6%																						
Q2 17/18	0.87%	1.6%																						
Q3 17/18	1.8%	1.6%																						
LEAD MEMBER: Cllr Patel																								
STRATEGIC DIRECTOR: Gail Tolley																								
GOOD IS: Smaller is better																								
BENCHMARK DATA																								
5.3% (Q2 LAPS)																								

## BRENT 2020 - REGENERATION (Physical, Economic &amp; Social)

KPI ID:	2016/17 OUTTURN	Q1 17/18	Q2 17/18	Q3 17/18	ACTUAL YTD	TARGET YTD	ANNUAL TARGET	RAG YTD	COMMENTS AND ACTIONS																														
Percentage of major applications determined in 13 weeks or other formally agreed time over rolling two year period	85.73%	76.27%	80.07%	82.36%	79.57%	82%	82%	Amber	<b>Comment:</b> More regular use of Extensions of time agreements and improved performance monitoring, along with effort, is driving performance; staffing levels stable; performance level is well in excess of the 60% threshold for 'special measures' set by the Government																														
LEAD MEMBER: Cllr Tatler	<div>Percentage of major applications determined in 13 weeks or other formally agreed time over rolling two year period</div> <table><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><tr><td>Jul-17</td><td>79.12%</td><td>82%</td></tr><tr><td>Aug-17</td><td>79.57%</td><td>82%</td></tr><tr><td>Sep-17</td><td>81.52%</td><td>82%</td></tr><tr><td>Oct-17</td><td>81.52%</td><td>82%</td></tr><tr><td>Nov-17</td><td>81.52%</td><td>82%</td></tr><tr><td>Dec-17</td><td>84.04%</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%	Jul-17	79.12%	82%	Aug-17	79.57%	82%	Sep-17	81.52%	82%	Oct-17	81.52%	82%	Nov-17	81.52%	82%	Dec-17	84.04%	82%
Month	Actual	Target																																					
Apr-17	74.68%	82%																																					
May-17	76.47%	82%																																					
Jun-17	77.65%	82%																																					
Jul-17	79.12%	82%																																					
Aug-17	79.57%	82%																																					
Sep-17	81.52%	82%																																					
Oct-17	81.52%	82%																																					
Nov-17	81.52%	82%																																					
Dec-17	84.04%	82%																																					
STRATEGIC DIRECTOR: Amar Dave																																							
GOOD IS: Bigger is better																																							
BENCHMARK DATA																																							
84% (2015/16, LGInform)																																							

KPI ID:	2016/17 OUTTURN	Q1 17/18	Q2 17/18	Q3 17/18	ACTUAL YTD	TARGET YTD	ANNUAL TARGET	RAG YTD	COMMENTS AND ACTIONS																														
Percentage of minors and other (non-major) applications determined in 8 weeks or other formally agreed time over rolling two year period	77.98%	86.98%	92.27%	92.59%	90.61%	76%	76%	Green	<b>Comment:</b> Improved process for dealing with prior approvals recently introduced is saving time and enabling productivity improvements. More staff stability and a lot of effort.																														
LEAD MEMBER: Cllr Tatler	<div>Percentage of minor applications determined in 8 weeks or other formally agreed time)</div> <table><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><tr><td>Jul-17</td><td>94.39%</td><td>76%</td></tr><tr><td>Aug-17</td><td>91.89%</td><td>76%</td></tr><tr><td>Sep-17</td><td>90.53%</td><td>76%</td></tr><tr><td>Oct-17</td><td>95.45%</td><td>76%</td></tr><tr><td>Nov-17</td><td>88.64%</td><td>76%</td></tr><tr><td>Dec-17</td><td>93.67%</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%	Jul-17	94.39%	76%	Aug-17	91.89%	76%	Sep-17	90.53%	76%	Oct-17	95.45%	76%	Nov-17	88.64%	76%	Dec-17	93.67%	76%
Month	Actual	Target																																					
Apr-17	87.32%	76%																																					
May-17	89.01%	76%																																					
Jun-17	84.62%	76%																																					
Jul-17	94.39%	76%																																					
Aug-17	91.89%	76%																																					
Sep-17	90.53%	76%																																					
Oct-17	95.45%	76%																																					
Nov-17	88.64%	76%																																					
Dec-17	93.67%	76%																																					
STRATEGIC DIRECTOR: Amar Dave																																							
GOOD IS: Bigger is better																																							
BENCHMARK DATA																																							
80.6% minor (Q2 LAPS)																																							

KPI ID:	2016/17 OUTTURN	Q1 17/18	Q2 17/18	Q3 17/18	ACTUAL YTD	TARGET YTD	ANNUAL TARGET	RAG YTD	COMMENTS AND ACTIONS																												
Number of illegally dumped waste incidents reported on public land (large and small)	17,338	4,568	4,931	4,203	13,702	9,000	12,000	Red	<p><b>Comment:</b> Continued promotion of the Cleaner Brent app and the use of Echo mobile and reporting via the contact centre have kept levels of reporting on the increase.</p> <p><b>Action:</b> We are promoting the “Love Where You Live” campaign and the area based Neighbourhood managers and litter patrol officers are renewing efforts to tackle the issue of fly tipping.</p>																												
	<div><p>Number of illegally dumped waste incidents reported on public land (large and small)</p><table><thead><tr><th>Month</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>Apr-17</td><td>1,381</td><td>9,000</td></tr><tr><td>May-17</td><td>1,589</td><td>9,000</td></tr><tr><td>Jun-17</td><td>1,598</td><td>9,000</td></tr><tr><td>Jul-17</td><td>1,653</td><td>9,000</td></tr><tr><td>Aug-17</td><td>1,606</td><td>9,000</td></tr><tr><td>Sep-17</td><td>1,672</td><td>9,000</td></tr><tr><td>Oct-17</td><td>1,766</td><td>9,000</td></tr><tr><td>Nov-17</td><td>1,427</td><td>9,000</td></tr><tr><td>Dec-17</td><td>1,010</td><td>9,000</td></tr></tbody></table></div>									Month	Actual	Target	Apr-17	1,381	9,000	May-17	1,589	9,000	Jun-17	1,598	9,000	Jul-17	1,653	9,000	Aug-17	1,606	9,000	Sep-17	1,672	9,000	Oct-17	1,766	9,000	Nov-17	1,427	9,000	Dec-17
Month	Actual	Target																																			
Apr-17	1,381	9,000																																			
May-17	1,589	9,000																																			
Jun-17	1,598	9,000																																			
Jul-17	1,653	9,000																																			
Aug-17	1,606	9,000																																			
Sep-17	1,672	9,000																																			
Oct-17	1,766	9,000																																			
Nov-17	1,427	9,000																																			
Dec-17	1,010	9,000																																			
LEAD MEMBER: Cllr Southwood									BENCHMARK DATA																												
STRATEGIC DIRECTOR: Amar Dave																																					
GOOD IS: Smaller is better									N/A																												

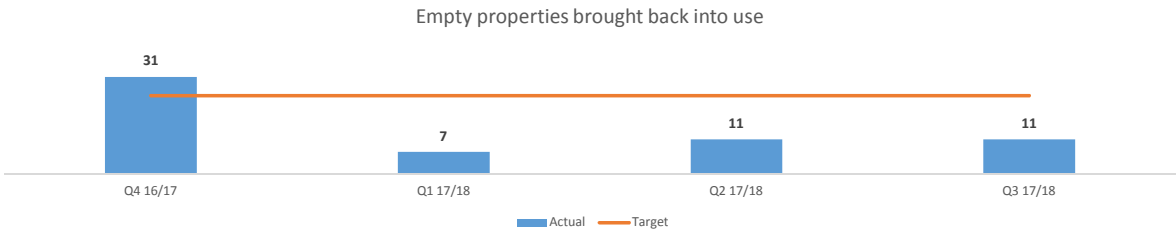
## BRENT 2020 - REGENERATION (Physical, Economic &amp; Social)

KPI ID:	2016/17 OUTTURN	Q1 17/18	Q2 17/18	Q3 17/18	ACTUAL YTD	TARGET YTD	ANNUAL TARGET	RAG YTD	COMMENTS AND ACTIONS																														
Average time taken to remove illegally dumped waste (days)	0.79	0.76	0.72	0.69	0.72	1	1	Green	<p><b>Comment:</b> Despite the high number of reports to the Council, performance remains ahead of target, with YTD performance showing an improvement compared to the outturn for 2016/17.</p>																														
	<p>Average time taken to remove illegally dumped waste (days)</p> <table><thead><tr><th>Month</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>Apr-17</td><td>0.8</td><td>0.8</td></tr><tr><td>May-17</td><td>0.72</td><td>0.8</td></tr><tr><td>Jun-17</td><td>0.75</td><td>0.8</td></tr><tr><td>Jul-17</td><td>0.71</td><td>0.8</td></tr><tr><td>Aug-17</td><td>0.65</td><td>0.8</td></tr><tr><td>Sep-17</td><td>0.79</td><td>0.8</td></tr><tr><td>Oct-17</td><td>0.67</td><td>0.8</td></tr><tr><td>Nov-17</td><td>0.68</td><td>0.8</td></tr><tr><td>Dec-17</td><td>0.72</td><td>0.8</td></tr></tbody></table>									Month	Actual	Target	Apr-17	0.8	0.8	May-17	0.72	0.8	Jun-17	0.75	0.8	Jul-17	0.71	0.8	Aug-17	0.65	0.8	Sep-17	0.79	0.8	Oct-17	0.67	0.8	Nov-17	0.68	0.8	Dec-17	0.72	0.8
	Month	Actual	Target																																				
Apr-17	0.8	0.8																																					
May-17	0.72	0.8																																					
Jun-17	0.75	0.8																																					
Jul-17	0.71	0.8																																					
Aug-17	0.65	0.8																																					
Sep-17	0.79	0.8																																					
Oct-17	0.67	0.8																																					
Nov-17	0.68	0.8																																					
Dec-17	0.72	0.8																																					
LEAD MEMBER: Cllr Southwood									BENCHMARK DATA																														
STRATEGIC DIRECTOR: Amar Dave																																							
GOOD IS: Smaller is better																																							

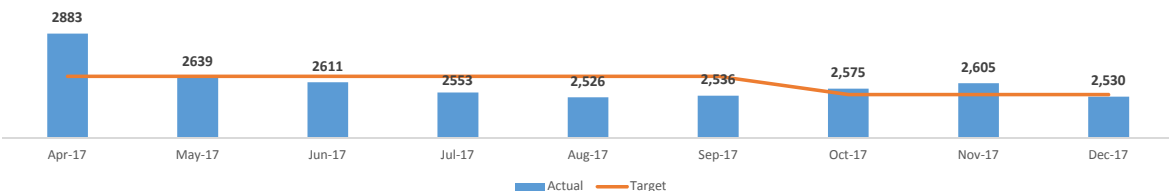
KPI ID:	2016/17 OUTTURN	Q1 17/18	Q2 17/18	Q3 17/18	ACTUAL YTD	TARGET YTD	ANNUAL TARGET	RAG YTD	COMMENTS AND ACTIONS
Reoffending rate by young offenders per cohort	42.60%	44.40%	48.20%	54.10%	54.10%	42.8%	42.8%	Red	<p><b>Comment:</b> Although the rate of reoffending has increased, it is not as steep as the quarterly rise suggests. A new counting methodology has changed how the cohort is measured and this has increased the rate nationally (when applying this to the last quarter the reported figure of 48.2 increases to 50.) Reducing reoffending amongst a smaller but more complex cohort of young people who offend is challenging. However, Brent YOS have adopted a range of YJB produced reoffending tracking tools that allow the identification of gaps in intervention provision, and will allow the YOS to focus provision on those children and young people most in need.</p>
	<p>Reoffending rate by young offenders per cohort</p> <p>42.6% 44.4% 48.2% 54.1%</p> <p>Q4 16/17 Q1 17/18 Q2 17/18 Q3 17/18</p> <p>Actual Target</p>								
LEAD MEMBER: Cllr Patel									
STRATEGIC DIRECTOR: Gail Tolley									
GOOD IS: Smaller is better									
BENCHMARK DATA									
43.9% (London 2016/17, Youth Justice Board)									

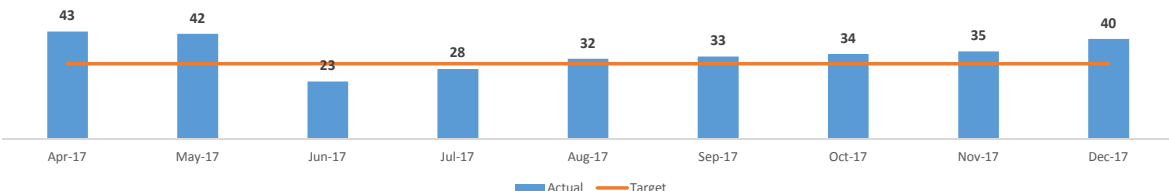
KPI ID:	2016/17 OUTTURN	Q1 17/18	Q2 17/18	Q3 17/18	ACTUAL YTD	TARGET YTD	ANNUAL TARGET	RAG YTD	COMMENTS AND ACTIONS
First time entrants to the Youth Justice System aged 10-17 per cohort	132	127	126	124	124	157	157	Green	<p><b>Comment:</b> This is the fourth successive quarter in which the number of FTEs have decreased.</p>
	<p>First time entrants to the Youth Justice System aged 10-17 per cohort</p> <p>Q4 16/17                      Q1 17/18                      Q2 17/18                      Q3 17/18</p> <p>Actual   Target</p>								
LEAD MEMBER: Cllr Patel									<p><b>BENCHMARK DATA</b></p> <p>N/A</p>
STRATEGIC DIRECTOR: Gail Tolley									
GOOD IS: Smaller is better									

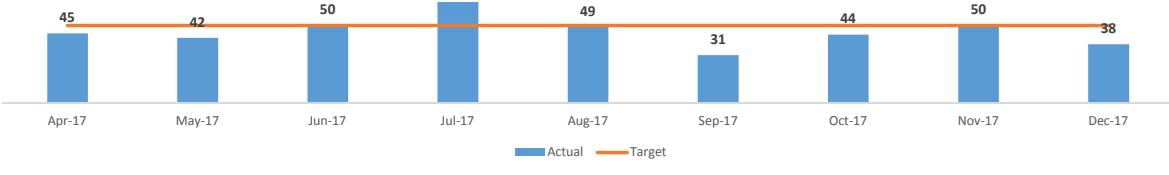
BRENT 2020 - BUSINESS AND HOUSING GROWTH

KPI ID:	2016/17 OUTTURN	Q1 17/18	Q2 17/18	Q3 17/18	ACTUAL YTD	TARGET YTD	ANNUAL TARGET	RAG YTD	COMMENTS AND ACTIONS
Empty properties brought back into use	118	7	11	11	29	75	100	Red	<p><b>Comment:</b> Returns are lower than expected, there are additional properties in the pipeline that will see more properties brought back although it is unlikely that the target of 100 will be met.</p>
	Empty properties brought back into use								
									
	BENCHMARK DATA								
LEAD MEMBER: Cllr Farah									
STRATEGIC DIRECTOR: Phil Porter									
GOOD IS: Bigger is better									N/A

## BRENT 2020 - DEMAND MANAGEMENT

KPI ID:	2016/17 OUTTURN	Q1 17/18	Q2 17/18	Q3 17/18	ACTUAL YTD	TARGET YTD	ANNUAL TARGET	RAG YTD	COMMENTS AND ACTIONS
Households in Temporary Accommodation	2,904	2,611	2,536	2,530	2,530	2,541	2,775	Green	<p><b>Comment:</b> The total number of households in TA continues to decline in line with the forecast due to a combination of homeless prevention work, and the use of the PRS and allocation of social housing available</p>
	<div>Households in Temporary Accommodation</div>  <p>Actual Target</p>								
LEAD MEMBER: Cllr Farah									<b>BENCHMARK DATA</b>
STRATEGIC DIRECTOR: Phil Porter									
GOOD IS: Smaller is better									1,707 (Q2 London mean, LG Inform)

KPI ID:	2016/17 OUTTURN	Q1 17/18	Q2 17/18	Q3 17/18	ACTUAL YTD	TARGET YTD	ANNUAL TARGET	RAG YTD	COMMENTS AND ACTIONS																														
Number of households in non-self-contained B&B	29	23	33	40	40	30	30	Red	<b>Comment:</b> The main cause of the increase in the total number of households in B&B has been the impact of the cold weather during December. There is also a backlog of Homeless Assessment cases pending in B&B, which has been caused by staff shortages - caused in part by assessment officers moving to other teams / projects. This has been addressed with the appointment of new trainees into posts in Housing Options, and in the short term a project is being set up to clear the backlog in preparation for the implementation of the Homelessness Reduction Act 2017.																														
	<div>Number of households in non-self-contained B&amp;B</div>  <table border="1"><thead><tr><th>Month</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>Apr-17</td><td>43</td><td>30</td></tr><tr><td>May-17</td><td>42</td><td>30</td></tr><tr><td>Jun-17</td><td>23</td><td>30</td></tr><tr><td>Jul-17</td><td>28</td><td>30</td></tr><tr><td>Aug-17</td><td>32</td><td>30</td></tr><tr><td>Sep-17</td><td>33</td><td>30</td></tr><tr><td>Oct-17</td><td>34</td><td>30</td></tr><tr><td>Nov-17</td><td>35</td><td>30</td></tr><tr><td>Dec-17</td><td>40</td><td>30</td></tr></tbody></table>									Month	Actual	Target	Apr-17	43	30	May-17	42	30	Jun-17	23	30	Jul-17	28	30	Aug-17	32	30	Sep-17	33	30	Oct-17	34	30	Nov-17	35	30	Dec-17	40	30
	Month	Actual	Target																																				
	Apr-17	43	30																																				
	May-17	42	30																																				
Jun-17	23	30																																					
Jul-17	28	30																																					
Aug-17	32	30																																					
Sep-17	33	30																																					
Oct-17	34	30																																					
Nov-17	35	30																																					
Dec-17	40	30																																					
LEAD MEMBER: Cllr Farah																																							
STRATEGIC DIRECTOR: Phil Porter																																							
GOOD IS: Smaller is better																																							
BENCHMARK DATA																																							
32 (Q2 London mean, LG Inform)																																							

KPI ID:	2016/17 OUTTURN	Q1 17/18	Q2 17/18	Q3 17/18	ACTUAL YTD	TARGET YTD	ANNUAL TARGET	RAG YTD	COMMENTS AND ACTIONS
Accepted homeless	553	137	145	132	414	450	600	Green	<p><b>Comment:</b> Whilst it is good that the total number of accepted cases is lower than forecast, and this will be partly due to the prevention work, the lower acceptance rate will also be because of the backlog of accepted cases, some of which will be accepted.</p>
	<div>Accepted homeless</div>  <p>Actual Target</p>								
LEAD MEMBER: Cllr Farah									
STRATEGIC DIRECTOR: Phil Porter									
GOOD IS: Smaller is better									
									BENCHMARK DATA
									564 (2016/17 annual London mean, LG Inform)



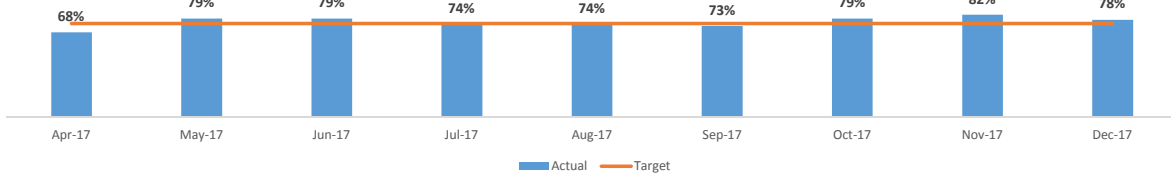
## BRENT 2020 - DEMAND MANAGEMENT

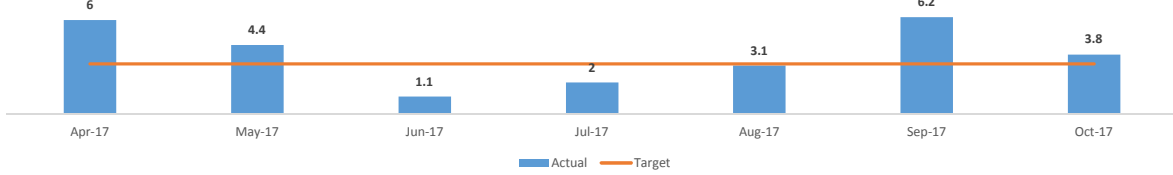
KPI ID:	2016/17 OUTTURN	Q1 17/18	Q2 17/18	Q3 17/18	ACTUAL YTD	TARGET YTD	ANNUAL TARGET	RAG YTD	COMMENTS AND ACTIONS																												
Homeless Prevention	415	83	93	246	422	432	576	Amber	Although the total number of preventions are lower than forecast, there has been a significant improvement in performance in Q3. This is mainly due to better recording of prevention outcomes on our systems																												
	<div>Homeless Prevention</div> <table><thead><tr><th>Month</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>Apr-17</td><td>22</td><td>22</td></tr><tr><td>May-17</td><td>40</td><td>22</td></tr><tr><td>Jun-17</td><td>21</td><td>22</td></tr><tr><td>Jul-17</td><td>31</td><td>22</td></tr><tr><td>Aug-17</td><td>45</td><td>22</td></tr><tr><td>Sep-17</td><td>17</td><td>22</td></tr><tr><td>Oct-17</td><td>103</td><td>22</td></tr><tr><td>Nov-17</td><td>87</td><td>22</td></tr><tr><td>Dec-17</td><td>56</td><td>22</td></tr></tbody></table>									Month	Actual	Target	Apr-17	22	22	May-17	40	22	Jun-17	21	22	Jul-17	31	22	Aug-17	45	22	Sep-17	17	22	Oct-17	103	22	Nov-17	87	22	Dec-17
Month	Actual	Target																																			
Apr-17	22	22																																			
May-17	40	22																																			
Jun-17	21	22																																			
Jul-17	31	22																																			
Aug-17	45	22																																			
Sep-17	17	22																																			
Oct-17	103	22																																			
Nov-17	87	22																																			
Dec-17	56	22																																			
LEAD MEMBER: Cllr Farah																																					
STRATEGIC DIRECTOR: Phil Porter																																					
GOOD IS: Bigger is better																																					
BENCHMARK DATA																																					
932 (2016/17 annual London mean, LG Inform)																																					

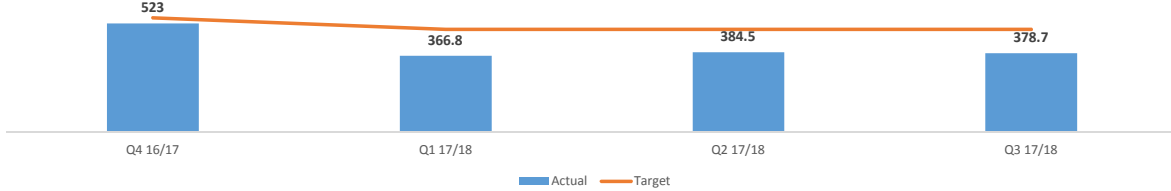
KPI ID:	2016/17 OUTTURN	Q1 17/18	Q2 17/18	Q3 17/18	ACTUAL YTD	TARGET YTD	ANNUAL TARGET	RAG YTD	COMMENTS AND ACTIONS																												
New admissions to residential & nursing care homes, 18-64 (cumulative)	13	8	19	23	23	10	13	Red	<b>Comment:</b> In Q3 we made 3 placements compared to 6 in qQ2 and 8 in Q1 showing that there is a downward trend, and this is a significant reduction. However, the indicator continues to be red as the yearly target was surpassed earlier in the year. Admissions to residential and nursing care for this client group have increased more than we would have wanted. This is due to a number of factors outside of our control, including inheriting a number of placements made by the CCG under fully funded CHC which have been reviewed and deemed now to be council or joint funded.																												
	New admissions to residential & nursing care homes, 18-64 (cumulative)																																				
	<table><thead><tr><th>Month</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>Apr-17</td><td>3</td><td>3</td></tr><tr><td>May-17</td><td>7</td><td>3</td></tr><tr><td>Jun-17</td><td>8</td><td>3</td></tr><tr><td>Jul-17</td><td>12</td><td>3</td></tr><tr><td>Aug-17</td><td>15</td><td>3</td></tr><tr><td>Sep-17</td><td>19</td><td>3</td></tr><tr><td>Oct-17</td><td>20</td><td>3</td></tr><tr><td>Nov-17</td><td>23</td><td>3</td></tr><tr><td>Dec-17</td><td>23</td><td>3</td></tr></tbody></table>									Month	Actual	Target	Apr-17	3	3	May-17	7	3	Jun-17	8	3	Jul-17	12	3	Aug-17	15	3	Sep-17	19	3	Oct-17	20	3	Nov-17	23	3	Dec-17
Month	Actual	Target																																			
Apr-17	3	3																																			
May-17	7	3																																			
Jun-17	8	3																																			
Jul-17	12	3																																			
Aug-17	15	3																																			
Sep-17	19	3																																			
Oct-17	20	3																																			
Nov-17	23	3																																			
Dec-17	23	3																																			
LEAD MEMBER: Cllr Hirani																																					
STRATEGIC DIRECTOR: Phil Porter																																					
GOOD IS: Smaller is better																																					
									BENCHMARK DATA																												
									4.1 (Q2 LAPS)																												

KPI ID:	2016/17 OUTTURN	Q1 17/18	Q2 17/18	Q3 17/18	ACTUAL YTD	TARGET YTD	ANNUAL TARGET	RAG YTD	COMMENTS AND ACTIONS																												
New admissions to residential & nursing care homes, 65+ (cumulative)	107	40	75	118	118	81	107	Red	<p><b>Comment:</b> The admission rate in Q3 has decreased significantly compared to Q1 and Q2 (following a similar pattern to last year), however we were unable to meet the target. The impact of delays in opening Visram House has been one of the key causes for this. 9 clients placed in Extra Care and 3 whom were in supported living have been moved to a nursing setting. Further work needs to be done to upskill ECHS staff to be able to support people with more complex needs and this work will be undertaken over the next 6 months. This will also support a reduction in admissions to residential care for this group.</p>																												
	<p>New admissions to residential &amp; nursing care homes, 65+ (cumulative)</p> <table><thead><tr><th>Month</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>Apr-17</td><td>14</td><td>14</td></tr><tr><td>May-17</td><td>29</td><td>14</td></tr><tr><td>Jun-17</td><td>40</td><td>14</td></tr><tr><td>Jul-17</td><td>53</td><td>14</td></tr><tr><td>Aug-17</td><td>66</td><td>14</td></tr><tr><td>Sep-17</td><td>75</td><td>14</td></tr><tr><td>Oct-17</td><td>90</td><td>14</td></tr><tr><td>Nov-17</td><td>105</td><td>14</td></tr><tr><td>Dec-17</td><td>118</td><td>14</td></tr></tbody></table>									Month	Actual	Target	Apr-17	14	14	May-17	29	14	Jun-17	40	14	Jul-17	53	14	Aug-17	66	14	Sep-17	75	14	Oct-17	90	14	Nov-17	105	14	Dec-17
Month	Actual	Target																																			
Apr-17	14	14																																			
May-17	29	14																																			
Jun-17	40	14																																			
Jul-17	53	14																																			
Aug-17	66	14																																			
Sep-17	75	14																																			
Oct-17	90	14																																			
Nov-17	105	14																																			
Dec-17	118	14																																			
LEAD MEMBER: Cllr Hirani																																					
STRATEGIC DIRECTOR: Phil Porter																																					
GOOD IS: Smaller is better																																					
									BENCHMARK DATA																												
									N/A																												

## BRENT 2020 - DEMAND MANAGEMENT

KPI ID:	2016/17 OUTTURN	Q1 17/18	Q2 17/18	Q3 17/18	ACTUAL YTD	TARGET YTD	ANNUAL TARGET	RAG YTD	COMMENTS AND ACTIONS																														
The outcome of short-term services: sequel to service (REABLEMENT)	71%	79%	73%	78%	78%	75%	75%	Green	<b>Comment:</b> At the end of quarter 3, 791 individuals received Reablement, 626 (78%) of them did not go on to receive further services. Of the 165 individuals who received a service 80 % received a reduced service as a result of Reablement. Further work is being done through the BCF programme to refine the pathways into reablement, and as expected there were more clients receiving reablement in Q3 because of this. We have agreed with health partners that reablement will be the default pathway for all clients coming out of hospital via the Home First pathway. Work is currently being undertaken to upskill hospital staff to utilise this pathway.																														
	<div>The outcome of short-term services: sequel to service (REABLEMENT)</div>  <table><thead><tr><th>Month</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>Apr-17</td><td>68%</td><td>75%</td></tr><tr><td>May-17</td><td>79%</td><td>75%</td></tr><tr><td>Jun-17</td><td>79%</td><td>75%</td></tr><tr><td>Jul-17</td><td>74%</td><td>75%</td></tr><tr><td>Aug-17</td><td>74%</td><td>75%</td></tr><tr><td>Sep-17</td><td>73%</td><td>75%</td></tr><tr><td>Oct-17</td><td>79%</td><td>75%</td></tr><tr><td>Nov-17</td><td>82%</td><td>75%</td></tr><tr><td>Dec-17</td><td>78%</td><td>75%</td></tr></tbody></table>									Month	Actual	Target	Apr-17	68%	75%	May-17	79%	75%	Jun-17	79%	75%	Jul-17	74%	75%	Aug-17	74%	75%	Sep-17	73%	75%	Oct-17	79%	75%	Nov-17	82%	75%	Dec-17	78%	75%
	Month	Actual	Target																																				
Apr-17	68%	75%																																					
May-17	79%	75%																																					
Jun-17	79%	75%																																					
Jul-17	74%	75%																																					
Aug-17	74%	75%																																					
Sep-17	73%	75%																																					
Oct-17	79%	75%																																					
Nov-17	82%	75%																																					
Dec-17	78%	75%																																					
LEAD MEMBER: Cllr Hirani																																							
STRATEGIC DIRECTOR: Phil Porter																																							
GOOD IS: Bigger is better									BENCHMARK DATA																														
								76.3% (Q2 LAPS)																															

KPI ID:	2016/17 OUTTURN	Q1 17/18	Q2 17/18	Q3 17/18	ACTUAL YTD	TARGET YTD	ANNUAL TARGET	RAG YTD	COMMENTS AND ACTIONS																								
Average monthly acute delayed transfers of care (DToc) attributable to ASC	7.4	3.8	3.8	3.8	3.8	3.2	3.2	Amber	<p><b>Comment:</b> There is a significant improvement in both recording and in the overall reduction in numbers of delayed discharges. The Hospitals discharge team is keeping track of delays throughout the month and are liaising with all parties involved to reduce delays. The figures for Nov/Dec have not yet been released but we expect to see a decrease in number despite the winter pressures. We believe that we are still on target to achieve this indicator. We are scheduled to meet with West London Mental Health Trust to address anomalies on the published data which may result in further reduction in the numbers</p>																								
LEAD MEMBER: Cllr Hirani	<div>The outcome of short-term services: sequel to service (REABLEMENT)</div>  <table><thead><tr><th>Month</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>Apr-17</td><td>6</td><td>3.2</td></tr><tr><td>May-17</td><td>4.4</td><td>3.2</td></tr><tr><td>Jun-17</td><td>1.1</td><td>3.2</td></tr><tr><td>Jul-17</td><td>2</td><td>3.2</td></tr><tr><td>Aug-17</td><td>3.1</td><td>3.2</td></tr><tr><td>Sep-17</td><td>6.2</td><td>3.2</td></tr><tr><td>Oct-17</td><td>3.8</td><td>3.2</td></tr></tbody></table>									Month	Actual	Target	Apr-17	6	3.2	May-17	4.4	3.2	Jun-17	1.1	3.2	Jul-17	2	3.2	Aug-17	3.1	3.2	Sep-17	6.2	3.2	Oct-17	3.8	3.2
Month										Actual	Target																						
Apr-17	6	3.2																															
May-17	4.4	3.2																															
Jun-17	1.1	3.2																															
Jul-17	2	3.2																															
Aug-17	3.1	3.2																															
Sep-17	6.2	3.2																															
Oct-17	3.8	3.2																															
STRATEGIC DIRECTOR: Phil Porter																																	
GOOD IS: Smaller is better									<div>BENCHMARK DATA</div> <div>3.6 (Q2 LAPS)</div>																								

KPI ID:	2016/17 OUTTURN	Q1 17/18	Q2 17/18	Q3 17/18	ACTUAL YTD	TARGET YTD	ANNUAL TARGET	RAG YTD	COMMENTS AND ACTIONS
Average days between a child entering care and moving in with his/her adoptive family, for those adopted	523	366.8	384.5	378.7	387.7	494	494	GREEN	<b>Comment:</b> Performance remains strong in this area reflecting effective permanency planning.
LEAD MEMBER: Cllr Patel	<div>Average days between a child entering care and moving in with its adoptive family, for those adopted</div>  <div>Q4 16/17                      Q1 17/18                      Q2 17/18                      Q3 17/18</div> <div>Actual   Target</div>								
STRATEGIC DIRECTOR: Gail Tolley									
GOOD IS: Smaller is better									BENCHMARK DATA
									N/A

## BRENT 2020 - DEMAND MANAGEMENT

KPI ID:	2016/17 OUTTURN	Q1 17/18	Q2 17/18	Q3 17/18	ACTUAL YTD	TARGET YTD	ANNUAL TARGET	RAG YTD	COMMENTS AND ACTIONS																														
Percentage of Looked After Children placed with foster carers	63.6%	64.2%	63.9%	65.3%	65.3%	68%	68%	Amber	<p><b>Comment:</b> Greater progress has been made this year in recruiting in-house foster carers, which should result in more children being placed in foster care. However, 40% of current LAC are aged over 16 years old and as such, a significant proportion of LAC are now residing in semi-independent accommodation. A smaller LAC population and a greater proportion of over 16s puts pressure on meeting this target.</p>																														
	<p>Percentage of Looked After Children placed with foster carers</p> <table><thead><tr><th>Month</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Apr-17</td><td>62.60%</td><td>68%</td></tr><tr><td>May-17</td><td>61.80%</td><td>68%</td></tr><tr><td>Jun-17</td><td>64.20%</td><td>68%</td></tr><tr><td>Jul-17</td><td>64.40%</td><td>68%</td></tr><tr><td>Aug-17</td><td>62.10%</td><td>68%</td></tr><tr><td>Sep-17</td><td>63.90%</td><td>68%</td></tr><tr><td>Oct-17</td><td>63.64%</td><td>68%</td></tr><tr><td>Nov-17</td><td>66.88%</td><td>68%</td></tr><tr><td>Dec-17</td><td>65.34%</td><td>68%</td></tr></tbody></table> <p>Legend: Actual (blue bar), Target (orange line)</p>									Month	Actual (%)	Target (%)	Apr-17	62.60%	68%	May-17	61.80%	68%	Jun-17	64.20%	68%	Jul-17	64.40%	68%	Aug-17	62.10%	68%	Sep-17	63.90%	68%	Oct-17	63.64%	68%	Nov-17	66.88%	68%	Dec-17	65.34%	68%
	Month	Actual (%)	Target (%)																																				
Apr-17	62.60%	68%																																					
May-17	61.80%	68%																																					
Jun-17	64.20%	68%																																					
Jul-17	64.40%	68%																																					
Aug-17	62.10%	68%																																					
Sep-17	63.90%	68%																																					
Oct-17	63.64%	68%																																					
Nov-17	66.88%	68%																																					
Dec-17	65.34%	68%																																					
LEAD MEMBER: Cllr Patel																																							
STRATEGIC DIRECTOR: Gail Tolley																																							
GOOD IS: Bigger is better																																							
BENCHMARK DATA																																							
72% (2016/17 London mean, LG Inform)																																							

## BRENT 2020 - RAISING INCOME

KPI ID:	2016/17 OUTTURN	Q1 17/18	Q2 17/18	Q3 17/18	ACTUAL YTD	TARGET YTD	ANNUAL TARGET	RAG YTD	COMMENTS AND ACTIONS																												
Non-Domestic Business Rates (NNDR)	98.74%	28.07%	57.16%	87.22%	87.22%	84.33%	98.74%	Green	<b>Comment:</b> Collection at 31/12/2017 is 1.03% behind the same time last year. More instalments are profiled to be paid in February and March when compared to last year due to more ratepayers opting to pay their instalments over 12 months rather than 10. This equates to 0.36% of the collectable debit and really means that comparisons with last year are not true indications of likely end of year out-turn. Because Q3 ended at the end of a holiday period, there were a number of payments that whilst having been received by the council had not yet been allocated to the relevant NNDR accounts and so were not reflected in the amounts collected at 31/12/2017. These payments equated to 0.72% of the collectable debit. These two factors add up to 1.08% which effectively put us 0.05% ahead of same time last year. NNDR collection remains on course to match 2016/17 out-turn and achieve contractual targets . We'll continue to monitor very closely.																												
	<div>Non-Domestic Business Rates (NNDR)</div> <table><thead><tr><th>Month</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>Apr-17</td><td>9.44%</td><td>9.44%</td></tr><tr><td>May-17</td><td>18.91%</td><td>18.91%</td></tr><tr><td>Jun-17</td><td>28.07%</td><td>28.07%</td></tr><tr><td>Jul-17</td><td>37.46%</td><td>37.46%</td></tr><tr><td>Aug-17</td><td>46.38%</td><td>46.38%</td></tr><tr><td>Sep-17</td><td>57.16%</td><td>57.16%</td></tr><tr><td>Oct-17</td><td>66.61%</td><td>66.61%</td></tr><tr><td>Nov-17</td><td>75.45%</td><td>75.45%</td></tr><tr><td>Dec-17</td><td>87.22%</td><td>84.33%</td></tr></tbody></table>									Month	Actual	Target	Apr-17	9.44%	9.44%	May-17	18.91%	18.91%	Jun-17	28.07%	28.07%	Jul-17	37.46%	37.46%	Aug-17	46.38%	46.38%	Sep-17	57.16%	57.16%	Oct-17	66.61%	66.61%	Nov-17	75.45%	75.45%	Dec-17
Month	Actual	Target																																			
Apr-17	9.44%	9.44%																																			
May-17	18.91%	18.91%																																			
Jun-17	28.07%	28.07%																																			
Jul-17	37.46%	37.46%																																			
Aug-17	46.38%	46.38%																																			
Sep-17	57.16%	57.16%																																			
Oct-17	66.61%	66.61%																																			
Nov-17	75.45%	75.45%																																			
Dec-17	87.22%	84.33%																																			
LEAD MEMBER: Cllr McLennan																																					
STRATEGIC DIRECTOR: Althea Loderick																																					
GOOD IS: Bigger is better																																					

KPI ID:	2016/17 OUTTURN	Q1 17/18	Q2 17/18	Q3 17/18	ACTUAL YTD	TARGET YTD	ANNUAL TARGET	RAG YTD	COMMENTS AND ACTIONS																												
Percentage of Council Tax collected	95.76%	30.35%	56.38%	82.20%	82.20%	82.75%	96.30%	AMBER	<p><b>Comment:</b> Collection at 31/12/2017 has improved since the end of Q2 and is now ahead of the same time last year, but behind that required to achieve the end of year contractual target. Whilst an improvement in the collection rate of 95.74% achieved in 2016/17 is expected it is unlikely to achieve the contractual target of 96.3%.</p> <p><b>Actions:</b> New staff taken on by contractors over the past few month are now fully trained and so fully operational.</p> <p>Work in the last quarter will focus on pro-actively chasing in year debt, through outbound telephone calling, letters, text messages, etc., as well as use of 3rd party debt collection companies and enforcement agents. We are monitoring the impact of these actions closely through formal contract management reviews.</p>																												
	<div><p>Percentage of Council Tax collected</p><table><thead><tr><th>Month</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>Apr-17</td><td>12.27%</td><td>12.27%</td></tr><tr><td>May-17</td><td>21.71%</td><td>21.71%</td></tr><tr><td>Jun-17</td><td>30.35%</td><td>30.35%</td></tr><tr><td>Jul-17</td><td>39.12%</td><td>39.12%</td></tr><tr><td>Aug-17</td><td>48.04%</td><td>48.04%</td></tr><tr><td>Sep-17</td><td>56.38%</td><td>56.38%</td></tr><tr><td>Oct-17</td><td>65.34%</td><td>65.34%</td></tr><tr><td>Nov-17</td><td>73.77%</td><td>73.77%</td></tr><tr><td>Dec-17</td><td>82.20%</td><td>96.30%</td></tr></tbody></table></div>									Month	Actual	Target	Apr-17	12.27%	12.27%	May-17	21.71%	21.71%	Jun-17	30.35%	30.35%	Jul-17	39.12%	39.12%	Aug-17	48.04%	48.04%	Sep-17	56.38%	56.38%	Oct-17	65.34%	65.34%	Nov-17	73.77%	73.77%	Dec-17
Month	Actual	Target																																			
Apr-17	12.27%	12.27%																																			
May-17	21.71%	21.71%																																			
Jun-17	30.35%	30.35%																																			
Jul-17	39.12%	39.12%																																			
Aug-17	48.04%	48.04%																																			
Sep-17	56.38%	56.38%																																			
Oct-17	65.34%	65.34%																																			
Nov-17	73.77%	73.77%																																			
Dec-17	82.20%	96.30%																																			
LEAD MEMBER: Cllr McLennan																																					
STRATEGIC DIRECTOR: Althea Loderick																																					
GOOD IS: Bigger is better																																					

KPI ID:	2016/17 OUTTURN	Q1 17/18	Q2 17/18	Q3 17/18	ACTUAL YTD	TARGET YTD	ANNUAL TARGET	RAG YTD	COMMENTS AND ACTIONS																												
Value of CT/HB overpayments recovered	£9,121,039	£2,332,670	£2,302,770	£2,446,909	£7,082,349	£8,000,000	£10,300,000	RED	Performance for Q3 was the best so far year to date, we collected £2,446,909 in quarter. Currently £395,377 ahead of same time last year. Current legal pipeline is £2.45m. Over £1.5m has gone through legal cycle as at end of December regarding court formalities and as such we should in the last quarter receive the benefits of this work through lump sum reductions or negotiated arrangements for cases where no money was being recovered historically. Current projected performance is £10.3 million which is £1.2 million more than last year and which meets the overpayment recovery business case. However recovery is currently behind the profiled target of £11.2M which was set on the expectation of legal action producing the additional revenue in the latter half of the year. There has also been a shortfall of c. £109K in recovery expected via the DWP, and a number of vacancies on the team which have not all yet been filled but will be as part of implementation of the current restructure.																												
	<div>Value of CT/HB overpayments recovered</div> <table><thead><tr><th>Month</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>Apr-17</td><td>£745,686</td><td>£745,686</td></tr><tr><td>May-17</td><td>£1,560,278</td><td>£1,560,278</td></tr><tr><td>Jun-17</td><td>£2,332,670</td><td>£2,332,670</td></tr><tr><td>Jul-17</td><td>£3,121,205</td><td>£3,121,205</td></tr><tr><td>Aug-17</td><td>£3,894,795</td><td>£3,894,795</td></tr><tr><td>Sep-17</td><td>£4,635,440</td><td>£4,635,440</td></tr><tr><td>Oct-17</td><td>£5,493,964</td><td>£5,493,964</td></tr><tr><td>Nov-17</td><td>£6,381,419</td><td>£6,381,419</td></tr><tr><td>Dec-17</td><td>£7,082,349</td><td>£10,300,000</td></tr></tbody></table>									Month	Actual	Target	Apr-17	£745,686	£745,686	May-17	£1,560,278	£1,560,278	Jun-17	£2,332,670	£2,332,670	Jul-17	£3,121,205	£3,121,205	Aug-17	£3,894,795	£3,894,795	Sep-17	£4,635,440	£4,635,440	Oct-17	£5,493,964	£5,493,964	Nov-17	£6,381,419	£6,381,419	Dec-17
Month	Actual	Target																																			
Apr-17	£745,686	£745,686																																			
May-17	£1,560,278	£1,560,278																																			
Jun-17	£2,332,670	£2,332,670																																			
Jul-17	£3,121,205	£3,121,205																																			
Aug-17	£3,894,795	£3,894,795																																			
Sep-17	£4,635,440	£4,635,440																																			
Oct-17	£5,493,964	£5,493,964																																			
Nov-17	£6,381,419	£6,381,419																																			
Dec-17	£7,082,349	£10,300,000																																			
LEAD MEMBER: Cllr McLennan																																					
STRATEGIC DIRECTOR: Althea Loderick																																					
GOOD IS: Bigger is better																																					

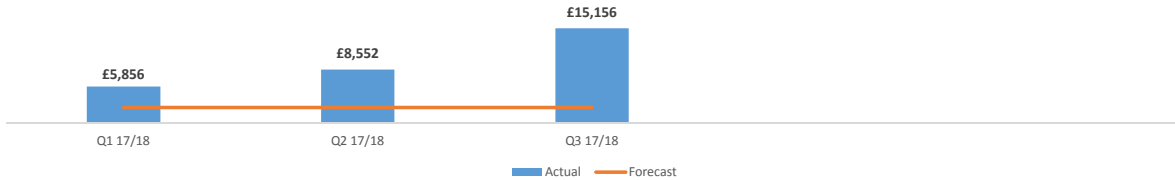
## BRENT 2020 - RAISING INCOME

KPI ID:	2016/17 OUTTURN	Q1 17/18	Q2 17/18	Q3 17/18	ACTUAL YTD	TARGET YTD	ANNUAL TARGET	RAG YTD	COMMENTS AND ACTIONS																												
Value of Council Tax arrears recovered	£2,079,573	£497,352	£705,648	£547,281	£1,750,281	£2,250,000	£3,000,000	RED	<p><b>Comment:</b> Collection unlikely to achieve the end of year contractual target of £3M. It should be noted that arrears cash has reduced due to some large council tax refunds being made in the last quarter (refunds offset cash collected so has a net effect of reducing cash).</p> <p><b>Actions:</b> New contractor staff are now fully trained and operational. Whilst work in the last quarter will largely focus on pro-actively chasing in year debt, through telephone, letters, sms, as well as 3rd party debt collection companies &amp; enforcement agents, this will also result in arrangements made for arrears. This won't result in arrears being collected by 31/3/18 it will ensure that arrears are paid off over the next 12 – 18 months. We're monitoring the impact of these actions through formal contract management reviews.</p>																												
	<p>Value of Council Tax arrears recovered</p> <table><thead><tr><th>Month</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>Apr-17</td><td>£66,013</td><td></td></tr><tr><td>May-17</td><td>£339,059</td><td></td></tr><tr><td>Jun-17</td><td>£497,352</td><td></td></tr><tr><td>Jul-17</td><td>£725,115</td><td></td></tr><tr><td>Aug-17</td><td>£1,088,973</td><td></td></tr><tr><td>Sep-17</td><td>£1,203,000</td><td></td></tr><tr><td>Oct-17</td><td>£1,474,909</td><td></td></tr><tr><td>Nov-17</td><td>£1,565,025</td><td></td></tr><tr><td>Dec-17</td><td>£1,750,281</td><td></td></tr></tbody></table>									Month	Actual	Target	Apr-17	£66,013		May-17	£339,059		Jun-17	£497,352		Jul-17	£725,115		Aug-17	£1,088,973		Sep-17	£1,203,000		Oct-17	£1,474,909		Nov-17	£1,565,025		Dec-17
Month	Actual	Target																																			
Apr-17	£66,013																																				
May-17	£339,059																																				
Jun-17	£497,352																																				
Jul-17	£725,115																																				
Aug-17	£1,088,973																																				
Sep-17	£1,203,000																																				
Oct-17	£1,474,909																																				
Nov-17	£1,565,025																																				
Dec-17	£1,750,281																																				
LEAD MEMBER: Cllr McLennan																																					
STRATEGIC DIRECTOR: Althea Loderick																																					
GOOD IS: Bigger is better																																					
									BENCHMARK DATA																												
									N/A																												

KPI ID:	2016/17 OUTTURN	Q1 17/18	Q2 17/18	Q3 17/18	ACTUAL YTD	TARGET YTD	ANNUAL TARGET	RAG YTD	COMMENTS AND ACTIONS															
Revenue income secured from commercial portfolio	£2,325,659	£472,000	£548,000	£633,000	£1,653,000	£1,725,000	£2,300,000	AMBER	<p><b>Comment:</b> £300,000 due to be invoiced in last 3 months of the year, this means the target will be met</p>															
	<div>Revenue income secured from commercial portfolio</div> <table><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></td></tr><tr><td>Q4 16/17</td><td>£903,000</td><td></td></tr><tr><td>Q1 17/18</td><td>£472,000</td><td></td></tr><tr><td>Q2 17/18</td><td>£548,000</td><td></td></tr></tbody></table>									Quarter	Actual	Target	Q3 16/17	£523,876		Q4 16/17	£903,000		Q1 17/18	£472,000		Q2 17/18	£548,000	
	Quarter	Actual	Target																					
	Q3 16/17	£523,876																						
Q4 16/17	£903,000																							
Q1 17/18	£472,000																							
Q2 17/18	£548,000																							
LEAD MEMBER: Cllr Butt																								
STRATEGIC DIRECTOR: Althea Loderick																								
GOOD IS: Bigger is better																								
BENCHMARK DATA																								
N/A																								

KPI ID:	2016/17 OUTTURN	Q1 17/18	Q2 17/18	Q3 17/18	ACTUAL YTD	TARGET YTD	ANNUAL TARGET	RAG YTD	COMMENTS AND ACTIONS																												
Registration and Nationality external income achieved to date	£805,603	£219,941	£241,270	£247,978	£709,189	£704,250	£917,000	Green	<b>Comment:</b> Income since quarter 1 has been steadily increasing through additional staffing levels to facilitate the demand for private Citizenship ceremonies, the European Passport Return Service and nationality checking service and the project to extend NCS to the external law firms.																												
	<div>Registration and Nationality external income achieved to date</div> <table><thead><tr><th>Month</th><th>Actual</th><th>Forecast</th></tr></thead><tbody><tr><td>Apr-17</td><td>£64,797</td><td></td></tr><tr><td>May-17</td><td>£139,910</td><td></td></tr><tr><td>Jun-17</td><td>£219,941</td><td></td></tr><tr><td>Jul-17</td><td>£296,672.00</td><td></td></tr><tr><td>Aug-17</td><td>£366,764.00</td><td></td></tr><tr><td>Sep-17</td><td>£461,211.00</td><td></td></tr><tr><td>Oct-17</td><td>£542,491.00</td><td></td></tr><tr><td>Nov-17</td><td>£622,995.00</td><td></td></tr><tr><td>Dec-17</td><td>£709,189.00</td><td></td></tr></tbody></table>									Month	Actual	Forecast	Apr-17	£64,797		May-17	£139,910		Jun-17	£219,941		Jul-17	£296,672.00		Aug-17	£366,764.00		Sep-17	£461,211.00		Oct-17	£542,491.00		Nov-17	£622,995.00		Dec-17
Month	Actual	Forecast																																			
Apr-17	£64,797																																				
May-17	£139,910																																				
Jun-17	£219,941																																				
Jul-17	£296,672.00																																				
Aug-17	£366,764.00																																				
Sep-17	£461,211.00																																				
Oct-17	£542,491.00																																				
Nov-17	£622,995.00																																				
Dec-17	£709,189.00																																				
LEAD MEMBER: Cllr Miller																																					
STRATEGIC DIRECTOR: Althea Loderick																																					
GOOD IS: Bigger is better	BENCHMARK DATA N/A																																				

## BRENT 2020 - RAISING INCOME

KPI ID:	2016/17 OUTTURN	Q1 17/18	Q2 17/18	Q3 17/18	ACTUAL YTD	TARGET YTD	ANNUAL TARGET	RAG YTD	COMMENTS AND ACTIONS
Additional income generated by Building Control	New Measure for 2017/18	£5,856	£8,552	£15,156	£29,564	£7,500	£10,000	Green	<p><b>Comment:</b> Income has increased because the service is being more aggressively marketed.</p>
	<p>Additional income generated by Building Control</p>  <p>£5,856      £8,552      £15,156</p> <p>Q1 17/18      Q2 17/18      Q3 17/18</p> <p>Actual      Forecast</p>								
LEAD MEMBER: Cllr Tatler									BENCHMARK DATA
STRATEGIC DIRECTOR: Amar Dave									
GOOD IS: Bigger is better									N/A

### 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	Q1	Q2	Q3	Actual YTD	Target YTD	Annual Target	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	0	9	9	0	0	Smaller is Better	Red	-	1 application for a place in Year 10 and 8 applications for places in Year 11 for children who are new arrivals to the UK have taken longer than 4 weeks to progress through the Choice and Fair Access Interview process in part because of the Christmas and New Year holidays. It is also challenging to find suitable and supported provision for Year 11 students in secondary schools at this time in the academic year. Work is underway with schools to ensure all children are offered a school place and that suitable and supported provision is offered to any other new student this academic year.	Gail Tolley	Clr Patel
Percentage of pupils attending Brent schools that are judged as being either good or outstanding	97%	97.2%	97.7%	96.0%	96.0%	100%	100%	Bigger is Better	Amber	-	The actual number of children attending schools judged as being either good or outstanding has increased. However, this is not reflected in the percentage measure because the number of children attending Brent schools included in the measure has also increased.	Gail Tolley	Clr Patel

### Supporting vulnerable people and families when they need it

#### Children's Social Care

Performance Indicator	16/17 Outturn	Q1	Q2	Q3	Actual YTD	Target YTD	Annual Target	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%	96%	95%	95%	98%	98%	Bigger is Better	Amber	-	The percentage of LAC with a completed PEP is expected to rise by the end of the term. This will take into account newly accommodated LAC from the summer school break who will have their PEP completed this term.	Gail Tolley	Clr Patel
Percentage of Looked After Children placed with In-House (Brent) foster carers	27.0%	27.5%	26.8%	26.1%	26.1%	-	-	Contextual		-		Gail Tolley	Clr Patel
Percentage of Looked After Children placed with independent fostering agencies	26.0%	25.5%	24.5%	27.0%	27.0%	-	-	Contextual		-		Gail Tolley	Clr Patel
Percentage of Looked After Children placed with relatives and friends	10.0%	10.5%	11.9%	11.7%	11.7%	-	-	Contextual		-		Gail Tolley	Clr Patel

### Supporting vulnerable people and families when they need it

#### Adults' Social Care

Performance Indicator	16/17 Outturn	Q1	Q2	Q3	Actual YTD	Target YTD	Annual Target	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Percentage of adults using services who receive self-directed support	96.6%	98.27%	98.0%	97.0%	96.0%	95.0%	95%	Bigger is Better	Green	89.5% (Q2 LAPS)	We are on track with this indicator, per guidance. The majority of ASC clients are informed of their potential personal budget allocation and their options regarding arranging care and support.	Phil Porter	Clr Hirani

## Supporting vulnerable people and families when they need it

## Adults' Social Care continued

Performance Indicator	16/17 Outturn	Q1	Q2	Q3	Actual YTD	Target YTD	Annual Target	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Percentage of adults using services who receive a direct payment in the community	22.6%	22.80%	22.88%	23.46%	23.46%	24.2%	25%	Bigger is Better	Amber	24.7% (Q2 LAPS)	We have been strongly promoting DP services with families and service users, and this has supported a small uptake in our DP figures. 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 which can be more challenging to achieve.	Phil Porter	Clr Hirani

## Enabling people to live healthier lives and reducing health inequalities

## Public Health

Performance Indicator	16/17 Outturn	Q1	Q2	Q3	Actual YTD	Target YTD	Annual Target	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Successful completions as a proportion of all opiate drug users in treatment	7.63% (Mar)	9.7%	10.25%	11.18% (Nov)*	11.18%	6.70%	Q4 quartile figure	Bigger is Better	Green	6.7% (England NDTMS)	* NDTMS figures for Qtr. 3 will be released at the end of February 2018 11.18% - Brent is currently the highest performer for London	Phil Porter	Clr Hirani
Waiting times - % of clients waiting to start first intervention (referrals seen within 3 weeks)	95%	98.4%	98.20%	n/a *	98.2%	95%	95%	Bigger is Better	Green	93% (England NDTMS)	* NDTMS figures for Qtr 3 will be released at the end of February 2018 1 reported waiting time reported for Qtr. 2 out of 150 new referrals	Phil Porter	Clr Hirani
% of New birth visits within 14 days	93%	86%	88%	n/a	88%	90% (against Q2)	92% (against Q3)	Bigger is Better	Amber	88.5% (London, 2015/16 PHE)	There has been only a slight increase in Q2. This is due to the introduction of the new MECSH model which provides intensive input to vulnerable mothers. An action plan is in place to achieve 92% by Q3.	Phil Porter	Clr Hirani
% of residents that complete a health check as a proportion of those offered	57.0%	39%	44%	79%	54%	45%	55%	Bigger is Better	Green	45.9% (London, Q2 PHE)	Residents are responding to invitations and reminders sent in Q1 and Q2	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	Q1	Q2	Q3	Actual YTD	Target YTD	Annual Target	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Percentage of sites with unacceptable levels of litter	6%	3%	12%	10%	8%	-	-	Contextual		5.73% (Q2 LAPS)	<b>Comment:</b> Increased event days and changes to cleansing verge litter have put pressure on this indicator. The contract target does not to apply in 2017/18, with this year's data being used as a benchmark to set future targets, however the score has remained within last year's target. <b>Action:</b> The five Neighbourhood Managers have been recruited and are bringing a renewed focus to littering in the borough.	Amar Dave	Cllr Southwood
Residual waste disposal tonnage - Public Realm Contract Target 1	68,775	17,372	17,161	16,749	51,489	45,589	60,785	Smaller is Better	Red	-	<b>Comment:</b> The continued above target waste tonnages reflect the economic recovery nationwide as well as circa 10% property growth within the borough since 2014. However, the full year forecast of 67,640 tonnes, would result in a decrease from the previous year's outturn, despite an annual 2% property growth projection, which is a positive performance. <b>Action:</b> The cost for disposal of tonnage in excess of the contract target is met by the Public Realm contractor Veolia. There is also be continued promotion of the recycling service, led by Veolia's CEO team. A joint project with West London Waste Authority seeks to increase diversion of food waste from the residual waste stream. The initial report has now been received and an action plan will now be developed.	Amar Dave	Cllr Southwood
Tonnes of municipal waste sent to landfill	70,679	18,949	18,304	18,413	56,253	50,148	66,864	Smaller is Better	Red	-	<b>Comment:</b> 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. This measure is below target due to the inclusion of contract tonnage from the measure above. <b>Action:</b> no action needed.	Amar Dave	Cllr Southwood
Number of waste cases investigated which lead to enforcement action	1,129	164	233	201	598	-	-	Contextual		-	<b>Comment:</b> 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. <b>Action:</b> The new focus on area based working led by the Neighbourhood managers aims to progress work on targeting enforcement action on specific ongoing issues. This is also the focus of the illegal waste dumping project.	Amar Dave	Cllr 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	Q1	Q2	Q3	Actual YTD	Target YTD	Annual Target	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Household recyclables collected that are sent for reuse, recycling, recovery and composting	36%	37%	38%	36%	38%	45%	45%	Bigger is Better	Red	36.13% (Q2 LAPS)	<b>Comment:</b> The Brent recycling rate has increased from last year, with the YTD results showing an improvement compared with the 2016/17 outturn figure meaning progress is being made. <b>Action:</b> There is no contractual target for recycling and we are holding Veolia to account on the missed tonnage target. Given the focus on reducing and reusing resources ahead of recycling, we continue to work with our partners and residents, renewing and redoubling our efforts.	Amar Dave	Cllr Southwood
Number of kilograms of residual household waste collected per household	463	128	124	122	374	360	480	Smaller is Better	Amber	188 (Q2 LAPS)	<b>Comment:</b> Increasing numbers of HMOs, both legal and illegal are putting pressure on this per household measure through increased household sizes. <b>Action:</b> This is not something the Council has much control over, though we continue to work with our partners, residents to educate and bring down waste levels, refreshing and redoubling our efforts to focus on our reduce and reuse priorities.	Amar Dave	Cllr Southwood
Percentage of Cat 1 defects repaired on time (Emergency call-outs: response time to make highways/footways safe within 24hrs)	88%	83%	90%	96%	90%	98%	98%	Bigger is Better	Red	-	This quarter has seen further improvement. Actual YTD is 90% up from 82% the previous quarter. The contractor achieved 100% in Oct and Dec. Performance dipped in November due to some jobs either completed late or evidence submitted late. We will continue to closely monitor through weekly meetings to ensure the contractor maintains a high level of performance.	Amar Dave	Cllr Southwood
Percentage of Cat 2 defects repaired on time (Non-emergency repairs: response time to make highways/footways safe within 7-28 days)	48%	47%	28%	48%	41%	98%	98%	Bigger is Better	Red	-	Although an improvement on the previous quarter; 41% compared to 28% in quarter 2 and continued month on month improvement, performance overall remains disappointing. The figures include all outstanding defects from previous months, which are being addressed through a catch up programme. This will continue to impact on the overall figures until the contractor has addressed the backlog. The contractor has reported all outstanding defects have now been completed although this cannot be reported until verified through Symology. The figure for December, without inclusion of the catch up, is 90%. If the catch up programme has been completed the figures for the 4th quarter should show a vast improvement.	Amar Dave	Cllr Southwood
Gulleys regularly cleared	98%	99%	98%	100%	99%	99%	99%	Bigger is Better	Green	-	Performance has been consistent during the year. Parked vehicles, preventing access to some gullies, often requires multiple return visits. For December performance was 100%	Amar Dave	Cllr 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	Q1	Q2	Q3	Actual YTD	Forecast YTD	Annual Forecast	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Parking driver compliance: PCNs issued: Parking contraventions	105,584	26,938	26,814	29,605	83,357	77,603	103,470	Contextual		-	PCN issuance continues to be above forecast due to high productivity from Serco CEOs enforcing non-compliant parking.	Amar Dave	CLlr Southwood
Parking driver compliance: PCNs issued: CCTV bus lane	10,355	3,006	3,077	3,321	9,404	8,100	10,800	Contextual		-	Issuance above forecast, reflecting increase in non-compliance.	Amar Dave	CLlr Southwood
Parking driver compliance: PCNs issued: CCTV moving traffic	72,260	17,438	17,365	16,860	51,663	56,837	75,782	Contextual		-	Issuance below forecast, due to sustained increases in driver compliance at most sites. Drop in December also due to some technical faults experienced at a number of sites at the end of the month.	Amar Dave	CLlr Southwood
Parking revenue: Car parks / Off street P&D	£527,223	£151,262	£146,260	£135,823	£433,255	£405,000	£540,000	Bigger is Better	Green	-	Income continues to be above forecast. Lower December income is due to free weekend parking made available up until 24th December.	Amar Dave	CLlr Southwood
SSL 01 - % of street lighting working as planned	99.94%	99.93%	99.84%	99.93% (Nov)	99.9% (Nov)	99.95%	99.95%	Bigger is Better	Amber	-	Performance has stabilised in Autumn, following minor drop in KPI performance over the summer. LED lantern replacement programme commenced in November so performance level expected to increase.	Amar Dave	CLlr Southwood

### Increase the supply of affordable, good quality housing

#### Housing Supply and Provision

Performance Indicator	16/17 Outturn	Q1	Q2	Q3	Actual YTD	Target YTD	Annual Target	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
HE 38 - Number of Mandatory HMOs licensed	603	631	667	709	709	700	700	Bigger is Better	Green	-	RAG rating green due to being two thirds through the year mandatory licence applications still increasing and target already exceeded.	Phil Porter	CLlr Farah
HE 48 - Cumulative number of additional and selective dwellings licenced	5,486	5618	5855	6121	6,121	8000	6000	Bigger is Better	Amber	-	A target of 8000 was set as it was expected that our application to extend selective licensing would have been approved in 2017/18. The application is still being considered by the Sec. of State and we all told that we will receive a decision very soon although it is unlikely that this well see any of those properties licensed this year. 6500 would therefore be a realistic figure for year end.	Phil Porter	CLlr Farah
% of properties with a valid gas certificate (Brent Housing Management)	99.98%	99.83%	99.94%	99.99%	99.90%	100%	100%	Bigger is Better	Amber	-	At the end of Q3 we had one property which did not have a valid gas certificate. This is due to the property did not progress through the IT workflow system as it should have done. This matter has been raised with IT. Our gas team have now manually prepared the court documents to obtain a warrant for January.	Phil Porter	CLlr Farah
Average re-let time minor voids in calendar days (Brent Housing Management)	26.7	47	52	60	59	24	24	Smaller is Better	Red	-	In Q2 we let 4 minor voids. In Q3 we let 24 minor voids. We are reletting more properties, most of which have been void for a while. Inevitably, this will have an effect on the turnaround time being reported. We expect the turnaround time to start reducing when we've cleared most of the legacy voids by mid February 2018 owing to the new void management arrangements we have put in place.	Phil Porter	CLlr Farah

## Increase the supply of affordable, good quality housing

## Housing Supply and Provision continued

Performance Indicator	16/17 Outturn	Q1	Q2	Q3	Actual YTD	Target YTD	Annual Target	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Average re-let time major voids in calendar days (Brent Housing Management)	48	54.4	80.3	108	76	61	61	Smaller is Better	Red	-	In Q2 we let 29 major voids. In Q3 we let 31 major voids. We are reletting more properties, most of which have been void for a while. Inevitably, this will have an effect on the turnaround time being reported. We expect the turnaround time to start reducing when we've cleared most of the legacy voids by mid February 2018 owing to the new void management arrangements we have put in place.	Phil Porter	Cllr Farah
Percentage of responsive repairs appointments for Wates Living Space (WLS) that are made and kept (Brent Housing Management)	96%	98%	99%	98%	99%	99%	99%	Bigger is Better	Green	-	This percentage of appointments of 98% is just below target and over the last few months, this has been sustained by a variance of 1%. As a team working with Wates we are looking at the reasons for all failed appointments breaking them down into priorities and trades to establish how we as a service can improve.	Phil Porter	Cllr Farah
Percentage of repairs issued to WLS completed on the first visit (Brent Housing Management)	93%	96.70%	97%	97%	97%	92%	92%	Bigger is Better	Green	-	The output on this KPI is very good. BHM are ensuring that our customers understand what equates to a first time fix, which will assist with customer expectations customer satisfaction.	Phil Porter	Cllr Farah
Percentage of all responsive repairs completed by WLS within target time (Brent Housing Management)	91%	93.70%	93%	92%	93%	95%	95%	Bigger is Better	Amber	-	There has been a drop in completing works, this may have been impacted due to the Christmas and New Year break, as the targets do not take this aspect into consideration. However we are working with Wates to continually improve on completing their work orders within the parameters of the priorities, as historically is has not quite met the 17/18 target.	Phil Porter	Cllr Farah

## Ensuring good quality, accessible arts and leisure facilities

## Sports and Culture

Performance Indicator	16/17 Outturn	Q1	Q2	Q3	Actual YTD	Target YTD	Annual Target	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	434,721	429,966	417,122	1,281,807	1,249,186	1,675,015	Bigger is Better	Green	-	Q1 to Q3 YTD targets have been exceeded. The centres have had to work extra hard this year due to increased competition and the short term uncertainty over the future of BPCLC. The Swimming usage is still holding it's own against falling national trends.	Phil Porter	Cllr Hirani
Number of active borrowers	N/A	35,707	36,417	36,298	36,298	36,794	37,000	Bigger is Better	Amber	-	This target has been affected by factors including difficulties in arranging outreach with care homes for the home library service, the delays in the planned regeneration project at Ealing Road Library, lower than anticipated take up of Brent Start classes at the Library at Willesden Green and a lack of engagement from hub customers with library loaning. Each library now has a revised local action plan and the partnership arrangements with Brent Start, Harlesden Hub as well as the new tutoring company at Willesden Green, Explore Learning have been refreshed. The final quarter also sees the launch of the new Read Ahead campaign which will assist in promoting book borrowing to adults and the continuation of lapsed borrower engagement through targeted newsletters.	Phil Porter	Cllr Miller

## Ensuring good quality, accessible arts and leisure facilities

## Sports and Culture

Performance Indicator	16/17 Outturn	Q1	Q2	Q3	Actual YTD	Target YTD	Annual Target	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Number of engagements through cultural events and programmes at Library at Willesden Green	N/A	18,149	17,397	20,977	56,641	43,165	56,870	Bigger is Better	Green	-	We had a strong events programme over Q3 including comedy, children's theatre and the heritage exhibition launch as well as the Borough of Culture submission event. December was naturally quieter as a low key programme month.	Phil Porter	Cllr Miller
Number of online interactions	3,318,556	819,533	855,215	789,503	2,391,177	2,378,385	3,200,000	Bigger is Better	Green	-	There was additional content and online activity through the London Borough of Culture campaign which saw a growth particularly in twitter activity at the start of the quarter. The heritage exhibition launch in October also generated a significant increase in activity which is anticipated to grow again with the next exhibition launch in February. Due to a quieter month of programming in December and a reduction in borough of culture related content generated after the submission of the bid, the number of interactions dropped more than anticipated towards the end of the quarter, however the target was met. More thematic analysis is being done on a monthly basis which is informing the marketing approach for the service and activity is increasing again as culture bid engagement has resumed in the run up to the announcement and the new What's On programme is now being promoted.	Phil Porter	Cllr Miller

## Building community resilience and promoting citizenship

## Partnership Working

Performance Indicator	16/17 Outturn	Q1	Q2	Q3	Actual YTD	Forecast YTD	Annual Forecast	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Number of people attending Brent Connects forums	846	113	176	197	486	-	-	Contextual		-		Peter Gadsdon	Cllr McLennan
Number of people registered as volunteer	1078	282	194	182	658	1000	1000	Contextual		-		Peter Gadsdon	Cllr McLennan
Income to benefit the borough secured by local voluntary groups, with CVS support	£1,804,999	£180,000	£195,000	£0	£375,000	£640,000	£640,000	Contextual		-	This forecast is low, due to the recent change in personnel, a fundraising / grants officer was recruited in November 2017 and this figure should increase in Q4. P&E met with CVS officers 11/1/18 to discuss priorities, fundraising and future actions.	Peter Gadsdon	Cllr McLennan
Number of local voluntary sector groups receiving 1-2-1 advice and guidance from CVS	220	220	28	41	117	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	Q1	Q2	Q3	Actual YTD	Target YTD	Annual Target	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Percentage of telephone calls answered by BCS	84.05%	72.77%	75.57%	82.27%	76.37%	90%	90%	Bigger is Better	Red	-	Overall performance increased to 82% in Q3 but remains below target. Brent Customer Service (BCS) consulted staff on the proposed Restructure this quarter following on from the pilots that were conducted in Q2. Work continues to reduce the volume of calls being received by encouraging customers to use self-service options: <ul style="list-style-type: none"> <li>The options heard (IVR – Interactive Voice Response) and pre-recorded messages on all lines are continually being reviewed. Where a service is available online, this is being promoted.</li> <li>Data about the volume and types of calls being received is analysed on a monthly basis and informs the creation of further online forms thus reducing the need for customers to phone. The IVR messages then promote the ease of using these forms.</li> <li>BCS is working closely with Service Areas, the Web Team and Communications to improve the web offer, promote the MyAccount service and to push messages out via Social Media as appropriate.</li> <li>Teams are reviewing their Multi-Skilling plans and seeking opportunities to further cross-skill teams to improve capacity and resilience. Best use of ACD system functionality is being shared with our Council Tax contractors. The final Restructure will be communicated to all staff this month. This will result in major changes to our resources over the course of Q4. This will facilitate new ways of working, a realignment of resources across teams and a further review of our phone and online offer. As part of wider channel shift plans we are reviewing our KPI targets and will be reducing the target for telephone answering to 80%. This will be to encourage residents to use self service facilities and will also reflect the reduction to staffing in BCS following the recent restructure.</li> </ul>	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	Q1	Q2	Q3	Actual YTD	Target YTD	Annual Target	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Average customer waiting time in local offices (mins)	23.5	34	27	22	28	30	30	Smaller is Better	Green	-	Performance has improved from quarter 2, the new service model agreed by Cabinet in November is now live and structural changes are being implemented to support it. There may be some pressure on waiting time in the final quarter as new structures are implemented and staffing is reduced.	Althea Loderick	Cllr McLennan
Average days taken to process new benefit claims and change events	7.14	5.99	7.60	10.96	8.18	8.7	8.7	Smaller is Better	Green	-	Processing times have slipped slightly in Q3 since the pilot of the new customer service offer and the consultation period for the BCS restructure but we remain on target to achieve upper quartile performance across London. This is expected to be maintained with the introduction of further enhancements to the service offer (eg a fast track service for claimants submitting all their information at once).	Althea Loderick	Cllr McLennan
Percentage of telephone calls answered through the council's ACD system	84.5%	76.0%	77.9%	79.7%	77.6%	90%	90%	Bigger is Better	Red	-	ACD performance for Brent Customer Services has been reported in indicator BCS 01. Overall ACD performance has increased from 76% to 79%. Children's Services and Brent Start Plus both achieved substantial improvements this quarter. Services who haven't achieved their target answer rates have been informed. The Housing Resource Centre and Adult Social Care teams outside of the Contact Centre both remain below target and saw a decrease in performance. There are plans to create a Central Housing Call Centre for Housing with enough capacity to deal with all Housing calls, including Housing Management. However this is unlikely to be operational until Q3 of 18/19. As an interim measure the proposed Housing restructure, due to go live in April, will address Housing Needs' capacity issues.	Althea Loderick	Cllr McLennan
Percentage of stage 1 complaints responded to within timescale (Corporate)	90%	90%	95%	92%	92%	100%	100%	Bigger is Better	Red	-	Timeliness of Stage 1 complaint responses has been steadily increasing from 90% in Q1 to 95% in Q2. The Q3 performance figure of 92% on time, now includes the Housing Management Service (HMS) which was brought back into the council in October 2017. The Q3 performance breakdown for comparison was - 97% timeliness rate for the other council departments and 83% on time in HMS.	Peter Gadsdon	Cllr McLennan
Percentage of stage 1 complaints responded to within timescale (Statutory)	93%	97%	93%	75%	88%	100%	100%	Bigger is Better	Red	-	There has been a significant decrease in performance of first stage statutory complaint responses. ASC statutory performance remains strong with 14/15 cases (93%) responded to in time. However, CYP statutory performance has fallen with 16/25 cases (64%) completed within time. The overall combined performance figure for Q3 is 75%.	Peter Gadsdon	Cllr McLennan
Percentage of stage 2 complaints responded to within timescale (Corporate)	85%	85%	85%	85%	85%	100%	100%	Bigger is Better	Red	-	Corporate Stage 2 timescales include HMS from Q3, with 85% of all corporate Stage 2 cases closed on time. The Q3 performance breakdown for comparison was - 91% of Stage 2 cases for other council departments were closed on time and 77% of HMS cases were completed on time. There is ongoing work with all council departments to improve performance.	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	Q1	Q2	Q3	Actual YTD	Target YTD	Annual Target	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Percentage of FOI responded to within 20 working days	96%	95%	96%	97%	96%	90%	90%	Bigger is Better	Green	-	Q3 FOI timeliness figures now include HMS and overall performance remains high. Performance is also above the Information Commissioner's Office minimum requirement of 90%	Peter Gadsdon	Cllr McLennan
Percentage of Member enquiries responded to within 10 days	96%	97%	92%	95%	95%	100%	100%	Bigger is Better	Amber	-	Q3 performance figures now include HMS. The volume of Member enquiries has been increasing over the year and despite this the timeliness of response has remained high.	Peter Gadsdon	Cllr Butt
Number of SARs (Subject Access Requests) responded to within the statutory 40 days	86%	89%	89%	91%	89%	90%	90%	Bigger is Better	Amber	-	Number of requests has increased progressively (54 cases due for a response in Q3, compared with 44 cases in Q2) and this is being matched by improving response times as the new SAR resource has gained more experience	Peter Gadsdon	Cllr McLennan



## Corporate Health


## Internal Business

Performance Indicator	16/17 Outturn	Q1	Q2	Q3	Actual YTD	Target YTD	Annual Target	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Percentages of invoices paid on time	79%	81.6%	84.1%	83.0%	82.9%	90%	90%	Bigger is Better	Red	90% (Q2 LAPS)	Performance for invoices paid on time has remained stable at 82%. In the last quarter the focus was to implement a new Oracle interface engine, which went live on 4th December 2017. The main objective of the project was to reduce processing time and release capacity for the accounts payable team- two enablers that would improve performance. A detailed post go live analysis is due to take place in the next couple of months which will identify the benefits of the projects. An update will be provided in the next quarter. On a positive note we have seen an decrease in non-purchase order related invoices (DEF) since the introduction of the interface and approvals for DEF's within oracle. We are still facing challenges/issues and it is evident that we require fundamental changes to our processes and systems in order to achieve a 95% invoices paid on time target. A detailed paper on the options for the changes will be submitted to CMT next month.	Althea Loderick	Cllr Miller
Number of deaths registered within 5 days (excluding those referred to the Coroner) (%)	88.8%	87%	89%	88%	88.1%	90%	90%	Bigger is Better	Amber	Rank 3rd of 7 (statistical neighbours, RON)	We are 2% off the target, some death registrations naturally have next of kin living a distance away (some small numbers abroad) which makes it difficult to meet the target for all deaths to be registered within 5 days. Comparative General Register office data of neighbouring boroughs suggests Brent have the 3rd highest volume of deaths registered compared with neighbouring boroughs Barnet, Camden, Ealing, Harrow and Westminster. We are 2nd highest of these boroughs achieving 88% of the 90% target.	Althea Loderick	Cllr Miller

## Digital Services

Performance Indicator	16/17 Outturn	Q1	Q2	Q3	Actual YTD	Target YTD	Annual Target	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%	86.44%	90.32%	87.79%	80%	80%	Bigger is Better	Green	-	Performance remains strong in Q3 and our current actual YTD is above the target for this year and the actual for the full year 2016/17.	Althea Loderick	Cllr McLennan
Digital Services: Net Promoter Score	66.2	72.2	60.4	71.6	68.1	20	20	Bigger is Better	Green	-	The Net Promoter Score is an index ranging from -100 to 100 that measures the willingness of service users to recommend a company's or departments services to them. It is used as a proxy for gauging the overall satisfaction with a service. Performance remains very good and are score is well ahead of our minimum target.	Althea Loderick	Cllr McLennan

**This page is intentionally left blank**

 <b>Brent</b>	<b>Cabinet</b> 12 March 2018
	<b>Report from the Strategic Director of Community Wellbeing</b>
<b>Homelessness Reduction Act 2017</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Key
<b>Open or Part/Fully Exempt:</b>	Open
<b>No. of Appendices:</b>	None
<b>Background Papers:</b>	None
<b>Contact Officer:</b>	Laurence Coaker Head of Housing Needs Tel: 020 8937 2788 <a href="mailto:Laurence.coaker@brent.gov.uk">Laurence.coaker@brent.gov.uk</a>

## 1.0 Purpose of the Report

- 1.1 This report provides information on the implementation of the Homelessness Reduction Act 2017, and the potential impact it will have in Brent, and seeks approval that the statutory duty to agree a Personal Housing Plan for single homeless households (and childless couples) can be delegated to the Single Homeless Prevention Service.

## 2.0 Recommendations

- 2.1 That Cabinet:
- Note the potential impact of the implementation of the Homelessness Reduction Act 2017 on both single people and families, and
  - Agree that the statutory duty to agree a Personal Housing Plan for single homeless households (and childless couples) can be can be delegated to the Single Homeless Prevention Service

## 3.0 Background

- 3.1 The Homelessness Reduction Act 2017 (the Act) significantly reformed England's homelessness legislation by placing duties on local authorities to intervene at earlier stages to prevent homelessness in their areas. It also requires housing authorities to provide homelessness services to all those affected, irrespective of whether or not a service user has priority need or may

be intentionally homeless, both as defined by the Housing Act 1996 Pt VII. Key measures in the Act include:

- An extension of the period during which an authority should treat someone as threatened with homelessness from 28 to 56 days, and clarification of the action an authority should take when someone applies for assistance having been served with a section 8 (1) or section 21 (2) Housing Act 1988 notice. These provisions represent a shift in focus to early intervention, and aim to encourage local housing authorities to act quickly and proactively.
- A new duty to prevent homelessness for all eligible service users threatened with homelessness, regardless of priority need. This will predominately extend the help available to single people, and childless couples, who would not meet the statutory threshold of vulnerability (in priority need), as defined by current homelessness legislation.
- A new duty to assess all eligible applicants' cases and agree a plan
- Local Housing Authorities will be required to prevent homelessness for this cohort, by supporting them to either remain in their accommodation or help them find somewhere to live.
- A new duty to relieve homelessness for all eligible homeless service users, regardless of priority need. This help could be, for example, the provision of a rent deposit or debt advice.

#### **4.0 Impact of the Act in Brent**

4.1 It is expected that the implementation of the Homelessness Reduction Act 2017 will increase the number of homelessness applications received by the Housing Needs Service, especially from single people.

4.2 This is for a number of reasons:

- Misunderstanding of what the new duties are, leading to false expectations that the Council has a duty to accommodate all households.
- Increased publicity around the Act.
- An increased window during which a household is considered threatened with homelessness (up from 28 days to 56 days).
- Returning cases who were previously found to be Intentionally Homeless.
- Changes to welfare reform, such as Universal Credit and the Overall Benefit Cap.
- There will be a new duty on certain public bodies, e.g. social services, to refer cases to the Housing Needs Service (Implementation October 2018).

4.3 The Housing Needs service has created separate teams to deal with demand from families and single households. This is because single homeless people who approach the Council tend to have a degree of vulnerability, above and beyond the fact that they are homeless or threatened with homelessness.

These vulnerabilities range from issues with mental health, drug and alcohol abuse or being ex-offenders. Dealing with single homeless households therefore requires a different, more tailored response than homeless families, the majority of whom are in housing need due to issues of affordability.

### **Single Homelessness**

- 4.4 In 2016 the Council commenced an Outcomes Based Review (OBR) to consider the housing needs of vulnerable single people. The OBR was carried out because it was acknowledged that the homeless service was not meeting the needs of single homeless people who did not meet the statutory thresholds to be eligible for services provided under the existing homelessness legislation. Another driver for the OBR was the Homelessness Reduction Bill (the Bill), which was introduced in the House of Commons in June 2016, was a Private Members' Bill, that attracted the support of the Government, as well as the main political parties represented at Westminster.
- 4.5 The data collected during the OBR showed that approximately 2,300 single people with at least some level of vulnerability, and who are homeless or at risk of homelessness, approach the Council each year and attend a face to face interview.
- 4.6 The OBR confirmed the gap in service to single people who are homeless or at risk of being homeless but do not meet the vulnerability threshold in the homelessness legislation, and confirmed the groups most at risk. It also became clear that the Private Members' Bill, was being fully supported by all political parties and therefore very likely to be enacted, introducing additional duties to prevent and relieve homelessness for all households, who are homeless, threatened with homelessness and eligible.
- 4.7 Therefore work started on responding to this unmet need as it was clear that this would all be excellent preparation for the anticipated implementation of the Act. A twelve month pilot commenced in September 2016, where the former Care & Support Team in Housing Needs started to deal with all service delivery aspects for single homeless people and childless couples.
- 4.8 The Team was formally restructured in December 2017, which has resulted in the Council now being well positioned to deal with the implications of the Act, having already established a specialist Single Homeless Team.
- 4.9 The Housing Needs service also established the Single PASS (Prevention and Sustainment Solutions) trailblazer scheme, following a successful bid to the Ministry of Housing, Communities and Local Government (then DCLG), which secured £0.9M of funding. The implementation, and match funding, of this service was agreed at Cabinet on 16 January 2017, and is being delivered in the Civic Centre by the SHPS (Single Homeless Prevention Service).
- 4.10 The SHPS team is a consortium of the voluntary sector organisations Thames Reach and St Mungo's, who receive referrals from the Single Homeless Team, of households who are homeless or threatened with homelessness, eligible

for assistance, but who would not meet the vulnerability threshold in homelessness legislation. The SHPS team develop and agree a Personal Housing Plan with the household on how they will work together to prevent or relieve their homelessness. The SHPS team then receive payment for outcomes achieved.

4.11 The outcomes the council pay for are:

- To develop and agree a Personal Housing Plan for all households referred to SHPS (which will become a statutory requirement from April 2018 and for which this report seeks appropriate delegation)
- Evidenced prevention or relief of homelessness
- Evidenced sustainment of accommodation for 8 months

4.12 The SHPs service commenced on 19th September 2017 and for the period up to 31st December 2017, 136 households have been referred, with 117 Personal Housing Plans completed. There have been 27 successful outcomes, where prevention or relief of homelessness (new accommodation secured) was achieved.

4.13 It is important to note that the actions taken by the Housing Needs Service, since the OBR up until the reorganisation of the whole front line service, has put the Council in a firm position to fulfil its responsibilities under the new legislation, where many other authorities remain unclear on what to do.

4.14 The key difference from 1 April 2018 is that the services being provided by SHPS change from being a local preventative project to a nationally publicised statutory service, which has been specifically designed to deal with the anticipated increase in demand. Feedback from trailblazer authorities who have piloted the Act, reported that the footfall from single households who are homeless or at risk of homelessness has increased by 40%.

4.15 It is therefore necessary for this report to Cabinet because the Personal Housing Plan which the SHPS team produce, becomes a statutory document. It is therefore recommended that Cabinet approve the delegation of the statutory duty under Section 3 of The Homelessness Reduction Act 2017 - Duty to assess all eligible applicants' cases and agree a plan.

4.16 The Council's Housing Needs Service, will continue to deliver all other services, functions and duties under the Act directly.

### **Family Homelessness**

4.17 The Housing Options team is responsible for providing advice and assistance to families in housing need. This includes the prevention of homelessness as well as the assessment of statutory homelessness applications. It also deals with all statutory reviews and appeals of decisions made, and has a team that is responsible for ending the main homeless duty into the Private Rented Sector

- 4.18 The prevention of homelessness is a core function of the Housing Needs service and makes a significant contribution to Demand Management, one of the strategic priorities of the Council as defined in the Brent 2020 vision, to manage down the pressure on needs led budgets.
- 4.19 As the main reason for homelessness in Brent is households being evicted from the Private Rented Sector, (PRS) the majority of prevention of homelessness is achieved by assisting households to secure alternative accommodation in the PRS before they are evicted. This is primarily achieved using the Find Your Home scheme, which is a service provided by the Housing Options Team, who proactively work with households who are threatened with homelessness, to help them to secure accommodation in the PRS, before they become homeless.
- 4.20 The Find Your Home Scheme was initially launched as a pilot in September 2015, before becoming a mainstream service in August 2016, as part of the Housing Options team restructure. Specialist homelessness prevention teams were created to concentrate resources on prevention work, including the Find Your Home service, as opposed to the statutory homelessness assessment.
- 4.21 The main purpose of the Find Your Home service, is to prevent homelessness and is designed to achieve a better outcome for households who are threatened with homelessness, by avoiding the need for them to have to access emergency bed and breakfast accommodation, and rely on the council to secure accommodation for them. Households are able to access support and resources to secure a property in the PRS, which they are able to choose for themselves, before they actually become homeless. Although the scheme started well before the Homelessness Reduction Bill was introduced in June 2016, it is also in line with the new statutory duty to prevent homelessness, being implemented under the Homelessness Reduction Act 2017.
- 4.22 The prevention of homelessness achieved through the Find Your Home Scheme makes a significant contribution to the overall number of preventions achieved, which became a Key Performance Indicator for the Housing Needs Service in 2016/17 and will be required as part of the new homelessness statistical report 'H-CLIC', required by Government
- 4.23 The total number of households who we prevented becoming homeless through the Find Your Home scheme in 2016/17 was 296. A further 221 households have been successful in securing accommodation accessing the support provided under the Find Your Home scheme, in the first 3 quarters of 2017/18.
- 4.24 The average cost of securing accommodation through the Find Your Home Scheme, is £3,300 (equivalent to 8 weeks Local Housing Allowance rent) This is a one off payment made to the owner of the property to prevent the household from being made homeless. The early intervention means there is no further costs for would-be acceptances, this is because we do not have to place the household in costly emergency Temporary Accommodation, nor go

through the costly process of completing an investigation in further duties that apply

- 4.25 Although the Find Your Home Scheme has been successful in preventing homelessness, and has been a major factor in the decrease in the use of Temporary Accommodation (TA) in Brent, bucking the trend of an increase in TA across London, the implementation of the Act will lead to higher demand on services from homeless families. Feedback from trailblazer authorities who have piloted the Act, reported that the footfall from family households who are homeless or at risk of homelessness has increased by 30%.
- 4.26 The Housing Options team is therefore also being reorganised in order to comply with the new duties under the Act, and the anticipated increase in demand. New processes have been designed to promote more efficient and proactive ways of working and are better suited to provide outcomes in terms of the Act.
- 4.27 The reorganisation is necessary as whilst the current duties will still be statutory for Housing Options after April 2018, the emphasis and order of duties will be changed, therefore creating a significant burden on the service. An even greater focus will be placed on prevention and relief of homelessness, therefore alleviating pressure on the amount of full homelessness assessments which will need to take place.
- 4.28 A Homelessness Reduction Act Project Team was set-up for the Housing Needs Service to prepare for the implementation of the Act. The team has considered the impact of the new legislation on processes in Housing Options and Accommodation Services by mapping the end-to-end processes of each team within the current structures, alongside members of staff from those teams. Data collected showed that approximately 4,000 households who are homeless or at risk of homelessness approach the Council each year, not taking into account demand from single people and childless couples.
- 4.29 As the Homelessness Reduction Act excludes individuals who are not eligible and not homeless, as defined by the Housing Act 1996 Pt VII, approximately 17.5% of these households who approach the Council will not be owed a duty based on current data. Considering the duties determined by the Homelessness Reduction Act, the Council will owe a duty to all service users who are eligible and homeless or threatened with homelessness, so we can estimate that we will owe approximately 3,300 families per year a prevention or relief duty.
- 4.30 The Homelessness Reduction Act has increased the amount of reviewable decisions in the process significantly. There are now 44 occasions in the process which somebody can request a statutory review. Therefore, the combination of the increase in reviewable decisions and the increase in demand discussed earlier will result in an increase in staffing for the Reviews Team to satisfy this demand.



- 4.31 The Housing Needs Service does not have sufficient legal support to deal with the current amount of litigation resulting from homelessness demand. The need for legal support will be further increased when the Homelessness Reduction Act is implemented. Two dedicated in-house Housing lawyers are therefore being recruited and co-located within the Housing Needs Service. Approximately 10% of all decisions made by the Housing Needs Reviews Team are challenged in the county court under s. 204 of the Housing Act 1996. Given the anticipated growth of reviewable decisions, we expect to receive up to 90 legal challenges to statutory decisions under s. 204 as well as a further 150 challenges under Judicial Review (administrative) legislation.

## **5.0 Financial Implications**

- 5.1 The current Single Homelessness Prevention Service (SHPS) is funded via a £0.9m grant from the Ministry for Housing Communities and Local Government (MHCLG) and £0.9m match funded by the Council. The grant conditions require the use of voluntary sector organisations to provide the service.
- 5.2 A decision to delegate the statutory duty to agree a Personal Housing Plan for single homeless households (and childless couples) to the Single Homeless Prevention Service does not result in any direct financial implication.
- 5.3 The overall costs of posts within the Housing department to comply with the new duties under the Act, as well as deal with the anticipated increase in demand is estimated at £1.3m per annum. A number of these additional posts have been created on 12 month fixed term contracts, to allow a degree of flexibility to reduce staffing levels should demand reduce.
- 5.4 The government has provided one off funding to local authorities to meet the 'new burdens' costs associated with the additional duties contained within the Act. Brent has been allocated on average £0.4m pa up to 2019/20. There has been no indication of this funding being extended after this point.
- 5.5 In addition, the council has been awarded £1.168m for 2017/18 and £0.832m as part of the package of support within the Flexible Homelessness Support Grant (FHSG) to be utilised to support the prevention of Homelessness. As per the new burdens funding, there is no certainty of the funding continuing after 2018/19.
- 5.6 So in summary, in the short term, the current funding streams available to the council are sufficient to cope with the anticipated increase in demands. However, in the medium to long term the funding for these new duties is less certain.

## 6.0 Legal Implications

- 6.1 Pursuant to section 70 of the Deregulation & Contracting Out Act 1994, article 3 of Local Authorities (Contracting Out of Allocation of Housing and Homelessness Functions) Order 1996 (the 1996 Order) permits the Council to contract out functions (other than excluded functions) under Part VII of the Housing Act 1996 (homelessness). Whilst Schedule 2 of the Order specifically excludes the Authority from contracting out any functions under s179 of the Housing Act 1996, section 2 of the Act replaces the old s179 with a new s179 in the Housing Act 1996. The new s179 provides that the Authority must provide or secure the provision of advisory services free of charge. The new s179 anticipates that this function may be contracted out. Further positive indication that the advisory function may be contracted out and/or provided in partnership with other organisations, is given in the Draft Homelessness Guidance for Local Authorities provided by the DCLG at paragraph 3.7. It should be remembered that the Act is not yet in force and any enabling regulations have yet to catch up with the provisions of the Act.
- 6.2 As mentioned in the body of the report, the main focus of the Act is on 'prevention' and 'relief' of homelessness. In respect of non-vulnerable single persons, priority need is no longer the threshold. The 'new' s179 duty is to provide a more substantial advisory service. The Table below summarises the changes the Act makes to the Housing Act 1996.

Section of Homeless Reduction Act 2017	Purpose	Amendment to Housing Act 1996
1	Extends definition of "threatened with homelessness" to 56 days	Amends existing s.175
2	Amends existing duty to provide advisory services	Substitutes a new s.179
3	Imposes a new duty to assess every eligible applicant's case and agree a plan	Inserts a new s.189A
4	Amends existing duty in case of threatened with homelessness to take reasonable steps to help the applicant to secure that accommodation does not cease to be available.	Substitutes a new s.195.

5	Creates a new “relief” duty for anyone who is homeless and eligible and makes new referral provisions. Unless refer (local connection), must take reasonable steps to secure suitable accommodation becomes for at least 6 months. Must have regard to s189A plan.	Inserts new s.189B and s.199A
6	Imposes new duties to help to secure accommodation	Inserts a new s.205(3)
7	Makes new provisions for failure to cooperate by an applicant for assistance	Inserts new ss193(A-C)
8	Makes new provision for local connection of a care leaver	Inserts a new s.199(8)-(11)
9	Extends existing statutory review duties	Amends s.202
10	Imposes a new duty on “public authorities” to refer cases to LHA	Inserts a new s.213B
11	Provides for a Code of Practice	Inserts a new s.214A
12	Further defines suitability of private rented sector accommodation	Amends Art. 3 of the Homelessness (Suitability of Accommodation)(England) Order 2012

- 6.3 The s189B relief duty ends for those eligible, homeless, in priority need and not intentionally homeless at the end of 56 days from when the authority is satisfied that the appellant is homeless and eligible. Otherwise: when the authority secures accommodation for the Appellant for at least 6 months; the appellant refused an offer of accommodation; the appellant becomes intentionally homeless from s189B accommodation; the appellant is no longer eligible; the appellant withdraws her application; the appellant refuses final Part 6 or final accommodation offer; the appellant deliberately and unreasonably fails to co-operate.
- 6.4 The s195 duty may be ended if: the appellant has suitable accommodation for at least 6 months; the authority has helped to secure accommodation and 56 days has elapsed since duty crystallised; the appellant becomes homeless; the appellant refused an offer of accommodation; the appellant becomes intentionally homeless from s195 accommodation; the appellant is no longer eligible; the appellant withdraws her application; the appellant deliberately and unreasonably fails to co-operate.
- 6.5 The range of s.202 statutory reviews has been extended to encompass reviews:
- of the steps the authority are to take in the their personalised housing plan at the prevention duty
  - to give notice to bring the prevention duty to an end

- of the steps the authority are to take in their personalised housing plan at the relief duty
- to give notice to bring the relief duty to an end
- to give notice under s.193B(2) in cases of deliberate and unreasonable refusal to co-operate.

Accordingly, the Allocation of Housing and Homelessness (Review Procedures) Regulations 1999 are to be reviewed

6.6 The Homelessness Act 2002 brought in a duty to produce a 5 yearly homeless strategy for preventing homelessness in the district. The strategy will require revision due to the provisions of the Act.

## 7.0 Diversity Implications

7.1 The current legislation does not assist a substantial proportion of those seeking accommodation who are homeless. Currently the legislation owes a housing duty to those in priority need i.e. applicants with dependent children, applicants who are vulnerable as a result of medical/mental health issues, being in the armed forces, leaving institutional prison and who are elderly. The Homelessness Reduction Act lifts the priority need limitation to homeless applicants and opens the prevention duty to all members of the public who are eligible and threatened with homelessness. It is therefore anticipated that this change will have a **positive or neutral impact** on service users across all age group, particularly the single working age homeless group.


## 8.0 Consultation with Ward Members/Stakeholders

8.1 None.

**Report sign off:**

**PHIL PORTER**

Strategic Director of Community Wellbeing

	<b>Cabinet</b> 12 March 2018
	<b>Report from the Strategic Director of Regeneration and Environmental Services</b>
<b>Met Patrol Plus Performance Review</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Key
<b>Open or Part/Fully Exempt:</b>	Open
<b>No. of Appendices:</b>	Two
<b>Background Papers:</b>	None
<b>Contact Officers:</b>	Karina Wane Head of Community Protection Tel: 0208 937 5067 <a href="mailto:Karina.wane@brent.gov.uk">Karina.wane@brent.gov.uk</a>  Simon Egbor ASB and Crime Manager Tel: 0208 937 5853 <a href="mailto:Simon.egbor@brent.gov.uk">Simon.egbor@brent.gov.uk</a>

## 1.0 Purpose of the Report

- 1.1 This paper outlines a review to date for the council funded 12 Met Patrol Plus s92 officers' known as the Partnership Tasking Team, deployed to prioritise and police the Safer Brent Partnership priorities and support wider Police Tactical Tasking Coordination Group borough priorities.
- 1.2 The first year review of the Partnership Tasking Team programme has shown great successes around our Safer Brent Partnership priorities, especially for those who have seen an increase trend in activity, namely Anti-Social Behaviour, Gangs and Violence with Injury and Reoffending. There has been a development journey undertaken by the team to increase their knowledge and competence in tackling other hidden crime types such as domestic, sexual abuse and child sexual exploitation; to ensure that all our priorities are tackled robustly to make Brent a safer place for all.

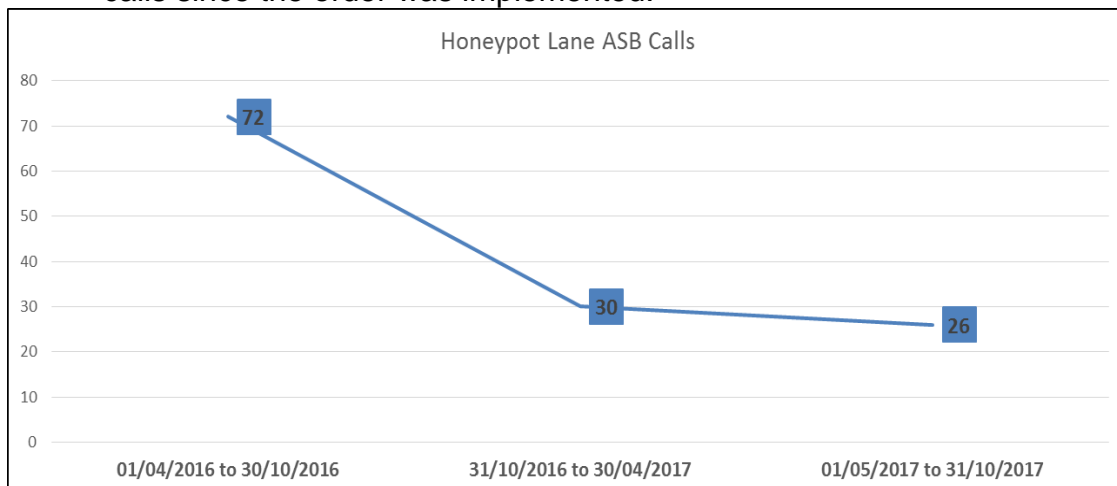
## 2.0 Recommendation(s)

- 2.1 That Cabinet review the Partnership Tasking Team's activities and discuss future funding for this resource post 31 March 2019.

### 3.0 Detail

#### Anti-Social Behaviour

- 3.1 The Partnership Tasking Team (PTT) to date have recorded 794 incidents related to Anti-Social Behaviour.
- 3.2 Over the first four quarters to date Anti-Social Behaviour has attributed to on average 52% of the PTT's activity which is consistent with the volume of work required in these hotspot areas and the ongoing enforcement of Public Spaces Protection Orders (PSPO) which expires in 2020. Quarter 3 also shows little or no enforcement under the PSPO as incidents of violent crime and robberies had increased in Brent, realigning the Partnership Tasking Team priorities to assist the borough policing tactics. In addition current analysis shows the demand for casual labour decreases in the winter months as the main identified cohort return to their country of origin,
- 3.3 The PTT have enforced the Honeypot Lane PSPO weekly which was implemented to tackle long term nuisance drivers attributed to people looking for casual work. This has resulted in increased rough sleeping in Brent's parks, additional levels of street drinking, and an increase in criminal damage in the area. Enforcement related data has shown a steady decline since the targeted enforcement with numerous PSPO warnings issued and over £600 recovered in Fixed Penalty Notices. There have also been 4 legal prosecutions for non-payment of the fines supporting our commitment to ensure all action is taken.
- 3.4 The chart below emphasises the reduction to Anti-Social Behaviour (ASB) calls since the order was implemented.



- 3.5 From November 2017 to January 2018 there have only be 4 ASB calls to the police relating to nuisance attributed to the Honeypot Lane PSPO but there have been increased incidents of nuisance with those loitering in the area which the intention of seeking casual labour, resulting in the Police using Dispersal powers to move individuals away from the area.
- 3.6 All Individuals enforced under the PSPO are managed at the monthly Local Joint Action Groups with ASB Localities Officers currently developing referral

pathways with the Works Right Centre (registered charity specialising in supporting EU nationals) in Brent.

- 3.7 Similarly Brent enacted a PSPO to prohibit street drinking borough wide in October 2017, following a 6 month pilot in April 2017 to tackle street drinking under a PSPO. To date the PTT have issued over 100 PSPO Warnings, 21 Fixed Penalty Notices and 4 cases which have result in prosecution at the courts for non-payment of the fines.
- 3.8 Brent Police Safer Neighbourhood Teams also assist with enforcing the PSPO orders, however due to the re-allocation in those Police team resources, they have done so in a very limited capacity therefore the PTT have really shown extra value in this respect. There are also current plans at the Council's Enforcement Practitioners Group to develop a council pool of enforcement.
- 3.9 The PTT have also supported ongoing enforcement activity for Anti-Social Behaviour attributed with shisha bars leading to recent Closures under the ASB Legislation and youth disorder at Brent Libraries, triaging individuals identified to children in services for offender management through their schools.

### **Gangs**

- 3.11 Over the first four quarters Gangs have attributed to on average 34% of the PTT activity whereby they have responded to 559 Gang related incidents/ proactive deployment. Analysis has shown emerging gangs in Kingsbury, Wembley, Neasden, Harlesden and Willesden, often controlling the open drug markets. These areas are also the same as our ASB hotspots.
- 3.12 The approach taken by the PTT has been to robustly monitor these areas, identifying individuals who are engaged in such activity. There has been use of Community Protection Warnings and Notices under the Anti-Social Behaviour Crime and Policing Act 2014 to address the offending behaviour of these individuals, whilst also building up an intelligence profile of persistent offenders who control the drug markets for targeted Criminal Behaviour Orders. These individuals have been linked to high level ASB and are part of emerging gangs in the borough and are now the main problem profile in Brent. Often the groups are not on the gang matrix as this evidences some of our more established gangs. Further to the concerns above there is more intelligence that gangs are developing and now increasingly operating county lines (drug lines across the country).
- 3.13 The PTT support all monthly enforcement and partner operations planned through the Local Joint Action Groups as well as the Offender Management Programme where required.
- 3.14 All identified perpetrators are managed through these forums ensuring that tools and powers available to Policing, under the ASB legislation, landlord enforcement and support interventions are implemented proportionately.
- 3.15 There have also been targeted gang related operations undertaken by the PTT in Harlesden and South Kilburn, with successful arrests for drug dealing, carrying knives and most notably loaded firearms recovered in the South Kilburn estate in August 2017, just before the Notting Hill Carnival.

## **Child Sexual Exploitation**

- 3.16 Since April 2017, the PTT have evidenced an increased learning around this priority, helping to identifying and safeguard vulnerable children as well as aiding disruption of such exploitation. This can be seen through their quarter on quarter increased activity.
- 3.17 Child Sexual Exploitation cases are discussed at a monthly Multi Agency Sexual Exploitation (MASE) panel which is attended by the Community Safety Manager. Daily cases which are identified through the Multi Agency Safeguarding Hub (MASH) are then referred to the daily Integrated Risk Management Meetings (IRM). Activities are consequentially tasked to the Police Child Sexual Exploitation Team and the PTT play a central role assisting them with some of the enquiries which come from MASE or MASH and they are regularly used as an extra resource to assist the Police Child Sexual Exploitation Team in disruption and intelligence gathering.
- 3.18 There is still much work to be done with this priority and going forward it has been agreed that the PTT will also be integral in assisting the Police Child Sexual Exploitation Team in approaching identified licensed venues under 'Operation Make Safe', to raise awareness with businesses on the risks of Child Sexual Exploitation. Helping them develop internal processes to quickly identify such behaviour and report any concerns to the appropriate service for further investigations.
- 3.19 It has also been recently agreed that they will be a priority resource for the Police Child Sexual Exploitation team in responding to Child Abduction Notices in the Borough.

## **Reducing Reoffending**

- 3.19 Over the first four quarters to date Reducing Reoffending priority has attributed to, on average, 6% of the PTT activity. The third quarter saw a peak in this activity at 11% due to additional assistance needed by the probation service to deal with high risk offenders who were in breach of orders relating to our priorities. Activity has also included undertaking stop and search of known drug dealers and habitual knife carriers to help enhance deterrence mechanisms in hotspot locations.
- 3.20 Established links developed through the Integrated Risk Management meetings and the Youth Offending Service has strengthened the monitoring of known offenders on Court orders. The activity has also been enhanced by the Integrated Management Offender Strategic Lead who attends these meetings and developing pathways for the PTT to be more integral to this process, highlighting how the PTT have really become a part of the wider Community Protection service and priorities.



- 3.21 The PTT fully supports intelligence to monitor bail conditions for most prolific reoffenders which has seen some offenders recalled to prison following arrests by the PTT for breaches.

### **Violence with Injury Non-DA (Non Gang)**

- 3.22 Over the first four quarters to date Violence with Injury has attributed to, on average 2% of the PTT activity. This percentage largely relates to assault, and Actual Bodily Harm activity. The PTT regularly support police operations at the Borough Tactical Tasking Coordination Group monitoring priority areas which are the same as our Gang and ASB hot spots. We are also confident that a large proportion of this activity has been categorised under 'Gangs' activity by the PTT as many knife carriers are also gang members engaged in violent crime.
- 3.23 The PTT regularly support weapon sweeps in vulnerable locations such as the south Kilburn estate and more recently in Gladstone Park to address incidents of knife related robberies with hunting knives and other knives seized on numerous occasions. Much of this deployment also overlays with Gangs related outcomes.
- 3.24 The PTT are often deployed around Wembley Stadium, the Arena and shisha venues within the borough to ensure public order is maintained and incidents of violent disorder are addressed quickly whilst also supporting closure applications for venues that meet the threshold.
- 3.25 Recent figures published in Brent have seen an increase in violent crime and the police have informed the Council of plans to increase stop and search tactics in the Borough which the PTT have supported.
- 3.26 There is also an obvious correlation between this priority ASB and Reduced Reoffending which further accounts for low recorded figures in this area, with recordings appearing elsewhere.

### **Reducing Domestic and Sexual Abuse**

- 3.27 Links have been further strengthened between the Police lead for Domestic Abuse and the PTT. The PTT have supported with targeted domestic abuse arrests of outstanding perpetrators and over the first four quarters, reducing Domestic and Sexual Abuse has attributed to, on average 5% of the PTT activity. The last 2 quarters to date saw an increase in activity of 6% and 10% respectively which has been largely due to active brothels being investigated by the PTT. Outcomes to date have seen 23 suspected brothels have been visited in the last 2 quarters and 28 brothel warnings issued. Positive interventions are also a priority for our PTT therefore brothel visits also form welfare visits for any vulnerable individuals found in the premises with referrals to relevant agencies where required.
- 3.28 Domestic and Sexual Abuse can be sometimes considered as crimes of hidden harm which are not always visible. The PTT have gained increased awareness of vulnerable locations in the borough, where women are often exploited or prevalence of sex working evident, and this has resulted in increased enforcement action in the last two quarters.

## **Burglary Residential**

- 3.29 Over the first four quarters to date Residential Burglary has attributed to, on average less than 1% of the PTT activity. Brent saw a spike a burglary offences in quarter 3 which was linked to two high profile offenders who have been recently arrested and charged by the Crown Prosecution Service.
- 3.30 Brent Police have a targeted work plan for the roll out of Smart Water, whereby the Safer Brent Partnership will be updated with current positions in the roll out to assess where the PTT can support where and when required, as we see burglary figures steadily increase.
- 3.31 Specific communication awareness campaigns around burglary is also being developed jointly by Brent Police and the Community Safety Partnership and the PTT will work closely with the local Police Safer Neighbourhood Team to increase patrols across neighbourhoods which have seen an increase in residential burglary.

## **Reducing Extremism Hatred and Tolerance**

- 3.32 Over the first four quarters Reducing Extremism Hated and Tolerance have attributed to on average, 2% of the PTT activity. Brent currently doesn't have incidence of high volume in this area but there is ongoing work to improve our community cohesion in the Borough through the PTT engaging in community assurance patrols.

## **4.0 Performance Analysis**

- 4.1 The use of the PTT in the first year has been integral to identifying offenders and areas for targeted and sustained action. There has been a greater intelligence picture gathered around our hidden crime types such as Child Sexual Exploitation, Domestic and off-street sex working, where much awareness raising and partnership from the business community was needed.
- 4.2 We have also been able to evidence a direct reduction in calls and demand to the police and Council, where the PTT have been used as a targeted resource to tackle emerging problems. An example of two areas where this has worked well is the gang activity in Chapter Road and Wembley High Road, showing a reduced call out rate by 55% and 8% respectively, as detailed in Appendix 1.
- 4.3 Going forward the PTT will increase their application of the tools and powers under the ASB Act, such as Closures and Criminal Behaviour Orders. There are plans to further strengthen links with the Neighbourhood and Town Centre Managers for more support and buy-in from residents and businesses, to tackle our priority areas holistically, moving to a community solution and resolution.
- 4.4 One such joint initiative which is currently being planned with the Harlesden Neighbourhood and Town Centre Manager and partners, is a 'call to action' in the Harlesden Ward. This will entail having core days of activity to address the increase in violent crime, drug activity, sex workers and persistent environmental offences in the area. This approach is in line with the current thinking of contextual safeguarding, responding to the external risks in the

neighbourhood and utilising the Problem Analysis triangle tool (Victim, Offender, Location) to ensure an evidence led and coordinated approach is undertaken. This operation also aligns to wider borough Policing plans for extra targeted action.

- 4.5 The flexibility in being able to task these officers quickly against our priorities, 7 days a week across unsociable hours has proven to be an advantage. This is a very unique opportunity to the Council and existing service delivery in the borough to enhance our commitment to the community to ensure a Safer Brent. With the declining resources of the Metropolitan Police the PTT are integral to maintaining and restoring public confidence in line with our 2020 vision. The combined tasking approach has also led to increased early identification of individuals coming to notice and more noticeably increased public confidence that areas of concern are now policed 7 days a week, up until the early hours of the morning. This has also resulted in decreased reporting to the Council and Police.
- 4.6 It is also worth noting that the tasking matrix for PTT officers focuses at priority areas to address on a bi-weekly basis. There is a realisation that not all priorities can be addressed at the same time by only 12 police officers and that local policing is continually dealing with ongoing issues. The tasking of these officers can also be revised and reallocated to respond to crisis in the borough and emerging trends. The team however have learnt about our priorities in a very short space of time and really showed excellent outcomes during that initial 6 month learning process.
- 4.7 An overview of the PTT performance to date across all priorities can be seen in Appendix 2, highlighting the shift and response to emerging trends and needs.

## **5.0 Financial Implications**

- 5.1 Funding has been approved and allocated until March 2019 using central council revenue funds. The annual salary costs for the Met Plus Programme 2017/18 is £0.411m which rises to £0.415m for 2018/19.
- 5.2 If the programme continues in 2019/20 onwards the annual salary costs for the programme currently in place are projected to increase in line with annual salary increases. The Council would have to indicate if they will be renewing the Met Plus programme by 30 September 2018.

## **6.0 Legal Implications**

- 6.1 Section 92 of the Police Act 1996 (as amended by the Police Reform and Social Responsibility Act 2011) gives a local authority the power to make grants to a police force whose police area falls wholly or partly within the borough of Brent, either unconditionally or with the agreement of the Chief Officer of Police, with conditions.
- 6.2 Under section 149 of the Equality Act 2010, the council has a duty when exercising its functions to have “due regard” to the need to eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act and advance equality of opportunity and foster good relations between persons who share a protected characteristic and persons who do not.

This is the public sector equality duty. The protected characteristics are age, disability, gender reassignment, marriage and civic partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.”

## **7.0 Equality Implications**

7.1 None

## **8.0 Consultation with Ward Members and Stakeholders**

8.1 Key stakeholders and members have been updated throughout the proposal for and implementation of this Partnership Tasking Team resource. Members were invited to a ‘Safer Brent’ member’s session in December 2017 to provide an overview of all related issues and priorities included the tasking, utilisation and outcomes of the Partnership Tasking Team.

## **9.0 Human Resources/Property Implications (if appropriate)**

9.1 None

## **10.0 Staffing and Accommodation Implications**

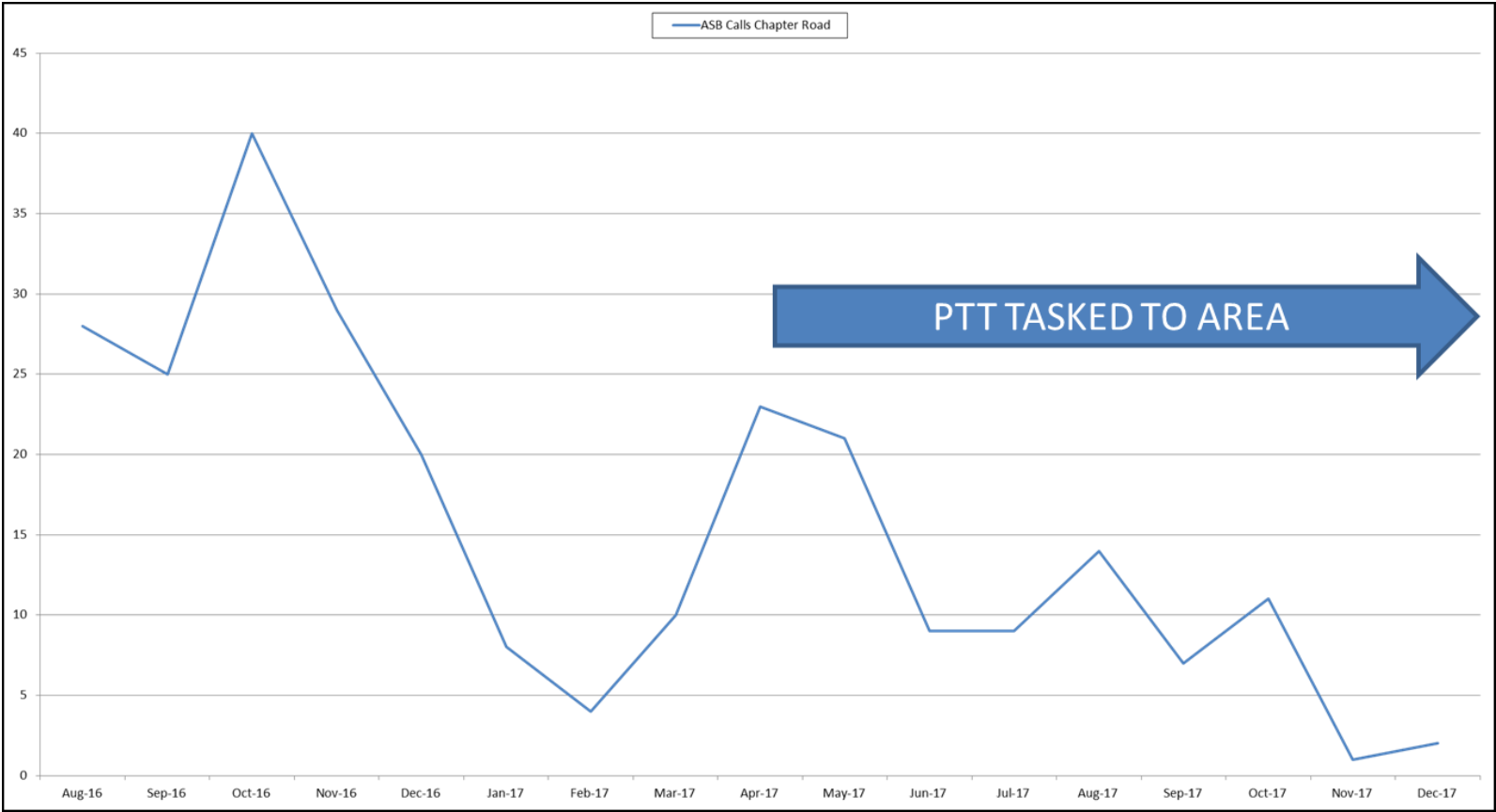
10.1 The PTT is still being managed jointly between the PTT Police Sergeants and the ASB and Crime Manager with the support of the Community Safety Team Manager both within the Community Protection Service.

10.2 The PTT were co-located at the Civic Centre in January 2018 due to police infrastructure delays and this will increase and further enhance joined up working with relevant Council services.

### **Report sign off:**

**AMAR DAVE**

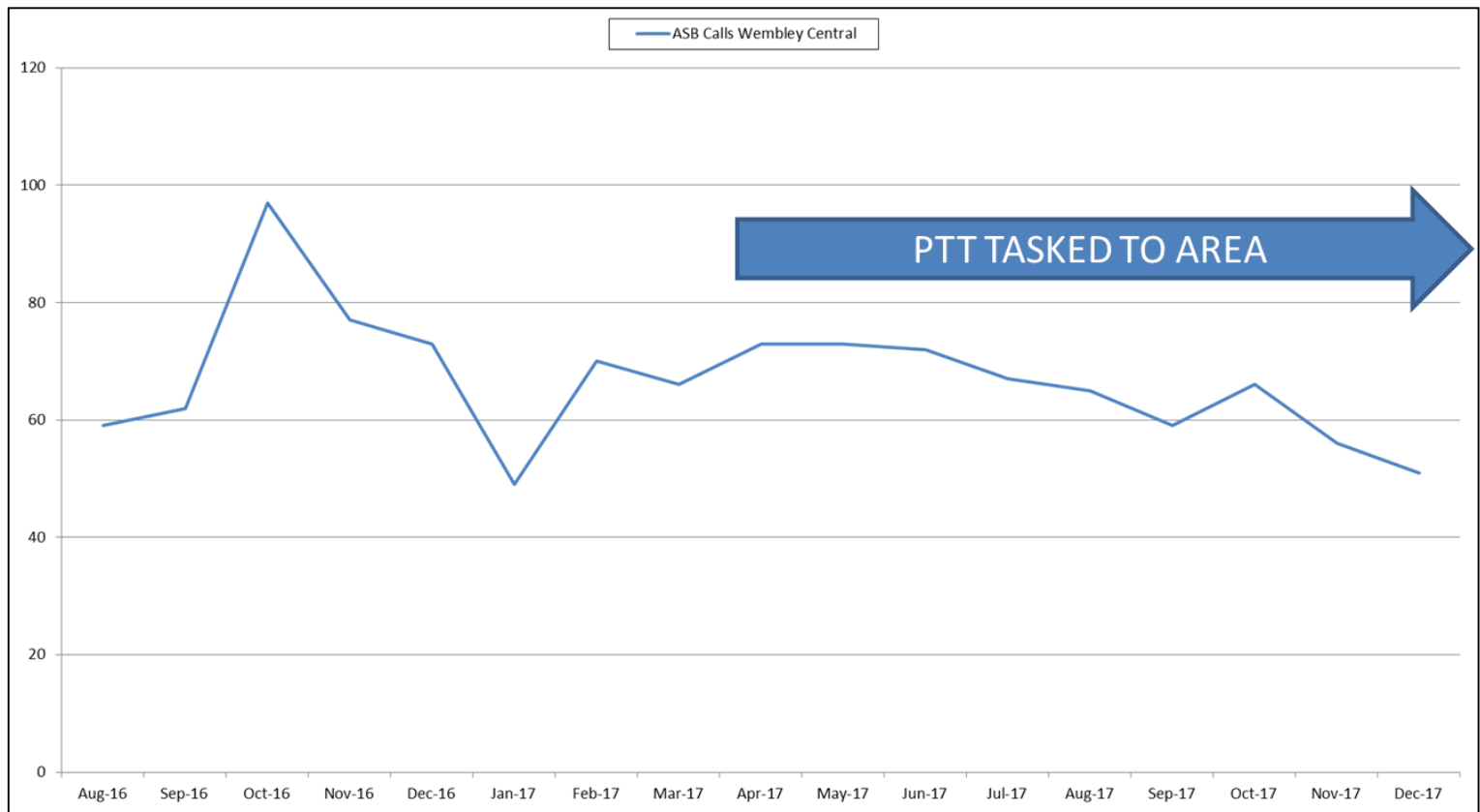
Strategic Director of Regeneration and Environmental Services



Month	ASB Calls Chapter Road
Aug-16	28
Sep-16	25
Oct-16	40
Nov-16	29
Dec-16	20
Jan-17	8
Feb-17	4
Mar-17	10
Apr-17	23
May-17	21
Jun-17	9
Jul-17	9
Aug-17	14
Sep-17	7
Oct-17	11
Nov-17	1
Dec-17	2

55% reduction in ASB calls in the Chapter Road area since PTT deployment

(reductions based on ASB calls - 8 months before deployment compared to 8 months after deployment)



Month	ASB Calls Wembley Central
Aug-16	59
Sep-16	62
Oct-16	97
Nov-16	77
Dec-16	73
Jan-17	49
Feb-17	70
Mar-17	66
Apr-17	73
May-17	73
Jun-17	72
Jul-17	67
Aug-17	65
Sep-17	59
Oct-17	66
Nov-17	56
Dec-17	51

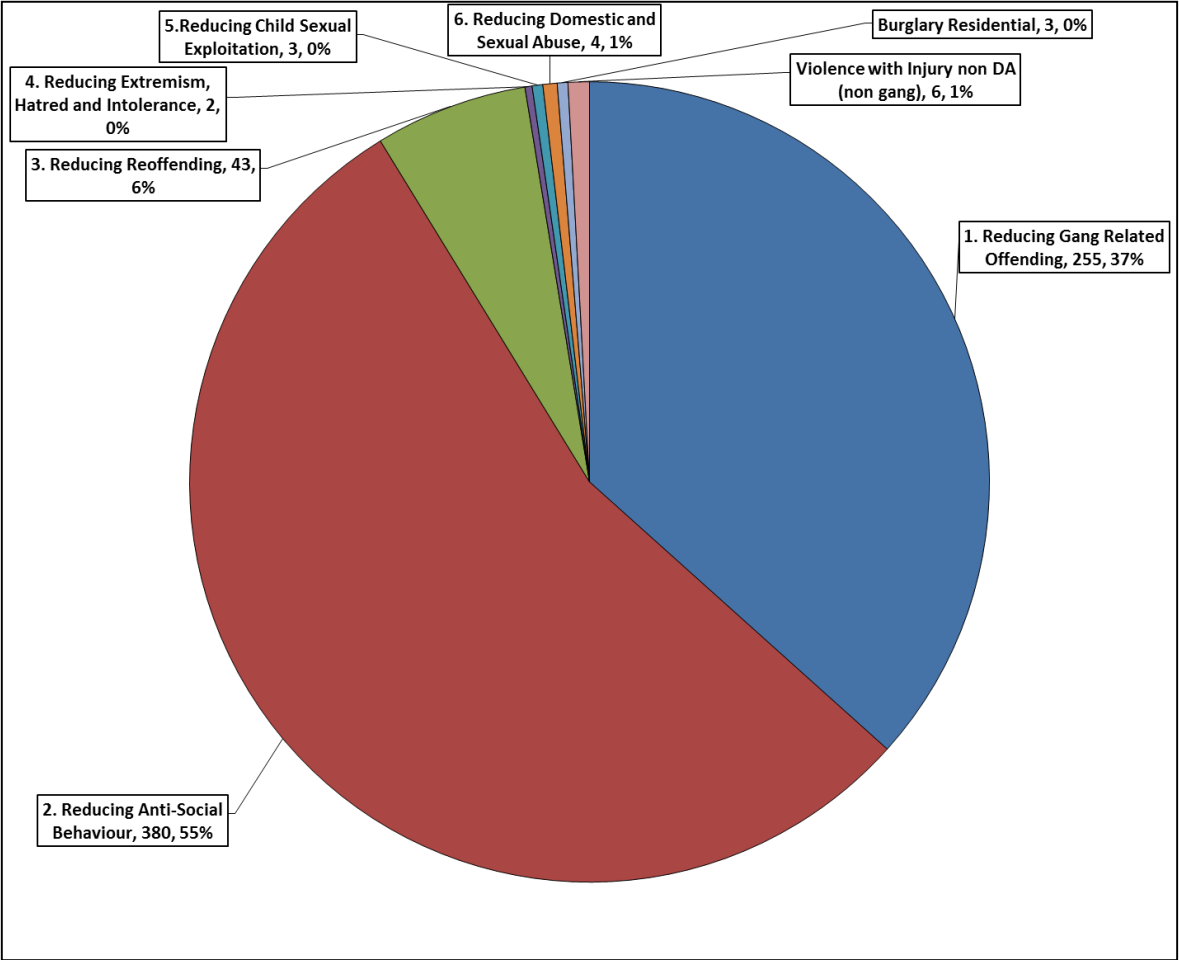
8% reduction in ASB calls in the Wembley Central area since PTT deployment

(reductions based on ASB calls - 8 months before deployment compared to 8 months after deployment)

Priority	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1. Reducing Gang Related Offending	36.64%	37.77%	29.91%	30.49%
2. Reducing Anti-Social Behaviour	54.60%	53.65%	48.82%	51.48%
3. Reducing Reoffending	6.18%	2.70%	10.91%	4.59%
4. Reducing Extremism, Hatred and Intolerance	0.29%	0.14%	0.09%	0.00%
5.Reducing Child Sexual Exploitation	0.43%	0.47%	2.18%	0.33%
6. Reducing Domestic and Sexual Abuse	0.57%	2.30%	6.36%	9.84%
Burglary Residential	0.43%	1.15%	0.64%	0.98%
Violence with Injury non DA (non gang)	0.86%	1.82%	1.09%	2.30%
<b>Grand Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Quarter 4 up to the 04/02/2018

Knife Crime largely aligned to Gang Related Offending for recording purposes due to cross over.

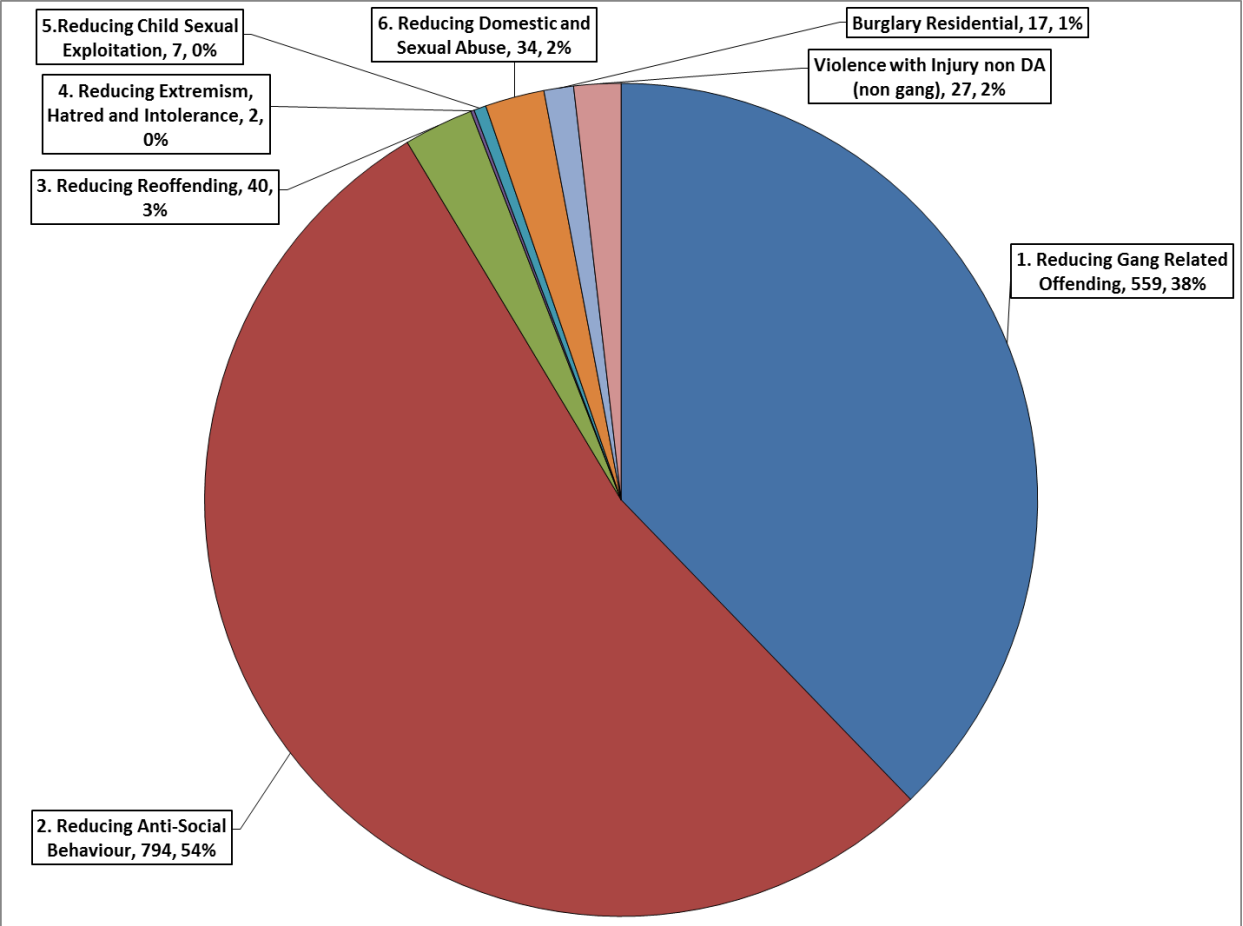


Quarter 1

Priority	Quarter 1
1. Reducing Gang Related Offending	255
2. Reducing Anti-Social Behaviour	380
3. Reducing Reoffending	43
4. Reducing Extremism, Hatred and Intolerance	2
5.Reducing Child Sexual Exploitation	3
6. Reducing Domestic and Sexual Abuse	4
Burglary Residential	3
Violence with Injury non DA (non gang)	6
Grand Total	696

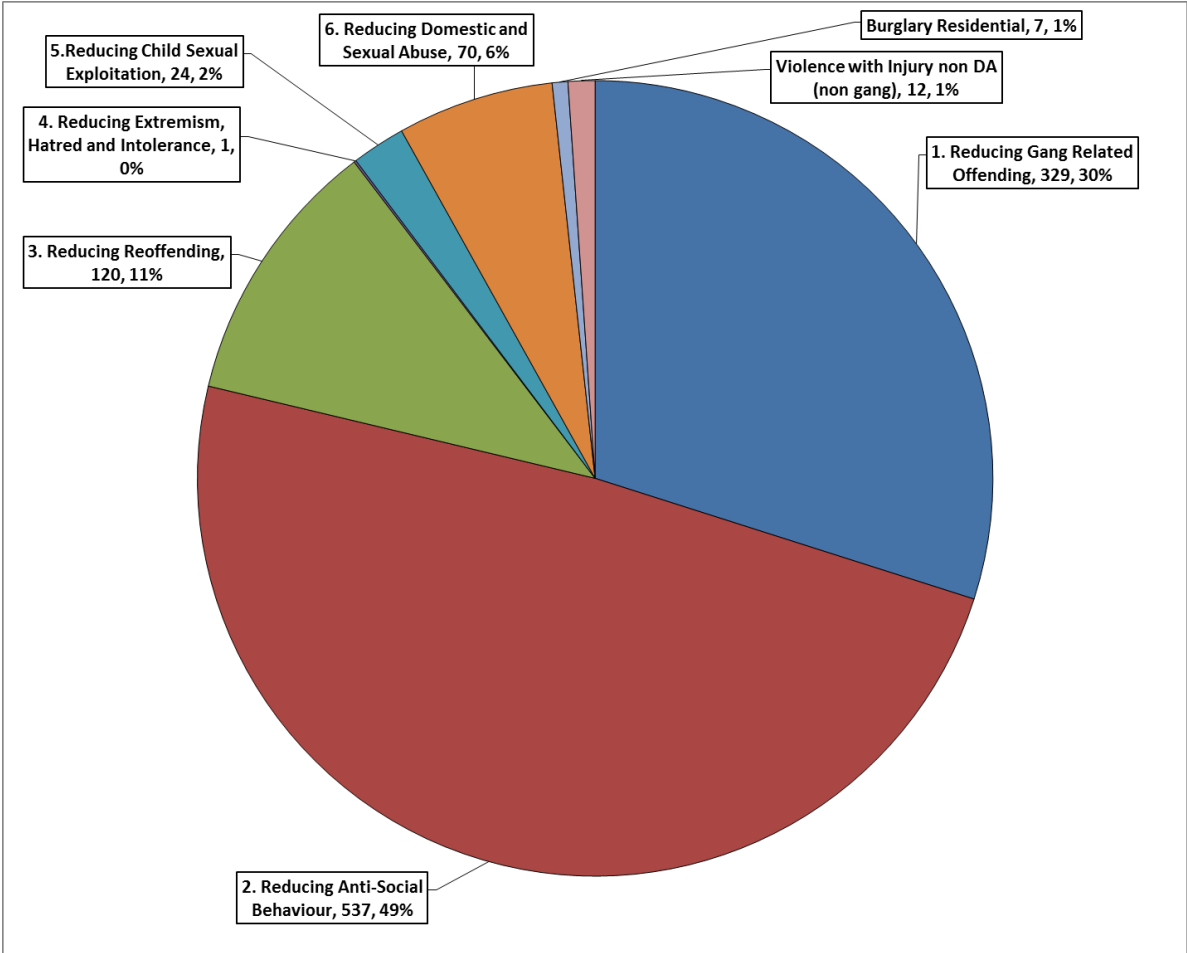


Quarter 2



Priority	Quarter 2
1. Reducing Gang Related Offending	559
2. Reducing Anti-Social Behaviour	794
3. Reducing Reoffending	40
4. Reducing Extremism, Hatred and Intolerance	2
5.Reducing Child Sexual Exploitation	7
6. Reducing Domestic and Sexual Abuse	34
Burglary Residential	17
Violence with Injury non DA (non gang)	27
Grand Total	1480


Quarter 3



Priority	Quarter 3
1. Reducing Gang Related Offending	329
2. Reducing Anti-Social Behaviour	537
3. Reducing Reoffending	120
4. Reducing Extremism, Hatred and Intolerance	1
5.Reducing Child Sexual Exploitation	24
6. Reducing Domestic and Sexual Abuse	70
Burglary Residential	7
Violence with Injury non DA (non gang)	12
Grand Total	1100

Outcomes	Quarter 1	Quarter 2	Quarter 3
Disruption	384	884	346
Other	81	113	69
Stop/Search	0	110	308
Dispersal notice issue	0	99	113
Arrest	36	49	67
PSPO - Warning	62	44	0
Engagement	33	39	18
Intervention - referred	4	20	4
CPN	14	18	0
Weapons sweep	0	17	29
Brothel warning - Person	0	12	16
PSPO - Breach	0	11	0
Crimint/intel	0	10	14
prostitute interview	0	9	20
Cannabis warning	0	8	31
Warrants executed	0	7	13
Brothel visit	0	7	16
FPN	31	7	0
CPN - Breach	0	6	1
Closure notice evidence gathered	0	5	1
Warning	50	5	10
Written charge and requisition	0	3	7
LOS recovered	0	2	0
Closure notice issued	0	1	1
Traffic report	0	1	6
PND	0	0	7
Brothel warning - Premises	0	0	3
<b>Grand Total</b>	<b>695</b>	<b>1487</b>	<b>1100</b>

**This page is intentionally left blank**

 <b>Brent</b>	<b>Cabinet</b> 12 March 2018
	<b>Report from the Strategic Director of Regeneration and Environment</b>
<b>Authority to Tender for Enforcement Agents for the Recovery of Parking and Traffic Related Debts</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Key
<b>Open or Part/Fully Exempt:</b>	Open
<b>No. of Appendices:</b>	None
<b>Background Papers:</b>	None
<b>Contact Officer:</b>	Gavin F Moore Head of Parking and Lighting Tel: 020 8937 2979 <a href="mailto:gavin.f.moore@brent.gov.uk">gavin.f.moore@brent.gov.uk</a> ,

## 1.0 Purpose of the Report

- 1.1 This report seeks approval to invite tenders for Enforcement Agents to collect debts arising from parking and traffic Penalty Charge Notices (PCNs), as required by Contract Standing Orders 88 and 89.

## 2.0 Recommendation

That Cabinet:

- 2.1 Approves the invitation of tenders for Enforcement Agents, on the basis of the pre-tender considerations set out in paragraphs 5.3;
- 2.2 Gives approval for the evaluation of tenders referred to in 2.1 above on the basis of the criteria set out in paragraph 5.3 of this report; and
- 2.3 Delegates authority to the Strategic Director, Regeneration and Environment, in consultation with the Lead Member for Environment, to approve the award of contracts to two providers.

### **3.0 Detail**

- 3.1 The council issues Penalty Charge Notices (PCNs) for a variety of parking and traffic infringements. There are four categories of PCNs:
- CEO-issued PCNs: PCNs fixed to the windscreen of a vehicle or handed to the driver for parking contraventions, served under the provisions of the Traffic Management Act 2004.
  - CCTV Parking PCNs: PCNs served by post for parking contraventions, where the contravention has been captured by a CCTV camera, served under the provisions of the Traffic Management Act 2004 and limited by the Deregulation Act 2015.
  - CCTV Moving Traffic PCNs: PCNs served by post for moving traffic contraventions (e.g. stopping in a yellow box junction, or turning left or right where the manoeuvre is prohibited), served under the provisions of the Transport for London and London Local Authorities Act 2003.
  - CCTV Bus Lane PCNs: PCNs served by post for Bus Lane infringements, served under the provisions of the London Local Authorities Act 1996.
- 3.2 The relevant statutes prescribe different timescales for increasing Penalty Charges (should prompt payment not be received), for serving subsequent notices, and for permitting challenges, representations and appeals.
- 3.3 Ultimately, non-payment of a PCN will result in the council formally registering the PCN as a debt at Northampton County Court (TEC), as a precursor to issuing an Enforcement Agent ('bailiff') with a warrant to collect the outstanding debt on the council's behalf. In April 2014 the *Taking Control of Goods Regulations* were introduced nationally to standardise Enforcement Agent fees and practices.
- 3.4 Typically, local authorities recover debt and close about 70% of all PCNs issued. The remainder are either cancelled following an upheld challenge, representation or appeal; or are deemed unrecoverable if the debtor cannot be traced. Unlike other debts raised by the council, with notices served to properties rather than individuals, the registered keeper of the vehicle is liable for parking and traffic Penalty Charge Notices. This means that the council are reliant upon name and address information provided by the DVLA for the service of the associated statutory notices by post.
- 3.5 In the current financial year to date, the council has referred over 14,000 cases to its Civil Enforcement Agents. Warrants are valid for a full year from their date of issue.

#### **4.0 Evaluation Criteria and Appointment of Two Providers**

4.1 Enforcement Agents add their own fees to the outstanding debt which are retained upon collection, with the debt element passed back to the Council. These fees are fixed:

- Compliance fee: £75
- Enforcement fee: £235
- Sale/Disposal fee: £110

There is therefore no price element to consider when evaluating tenders. The debt recovered on behalf of the council is entirely dependent on the quality of service offered by Enforcement Agents.

4.2 Tenders will therefore be scored 90% on quality of service and 10% on social value.

4.3 Two Enforcement Agents will be appointed under the Contract, with the specification drafted to ensure that a higher proportion of warrants will be passed to the best performing provider.

#### **5.0 Pre-Tender Considerations**

5.1 As per the Council's procurement requirements, consideration has previously been given to the collection of Parking and Traffic debts as part of an in-house service. The evaluation concluded that the contract should continue to be outsourced to specialist providers because:

- most Parking and Traffic debts are incurred by motorists who reside outside of the borough
- many debtors owe a number of different parking and traffic enforcement authorities, so debt recovery can be undertaken for several clients
- a specialised process is required for the progression of parking and traffic debt, underpinned by legislation

This view was endorsed by Cabinet on 13<sup>th</sup> September 2016, in the report *Fair Debt Recovery Policy and In-House Enforcement Agents (Bailiffs) Service*. However, in light of the proposed establishment of an in-house service, the Contract will be drafted to ensure that warrants pertaining to in-borough PCN debtors could be retained by the Council. They could then be passed to the in-house debt collection team so that the feasibility and effectiveness of in-house collection of PCN debts can be assessed, and taken further if successful.

5.2 The recommended approach is to procure as a single authority. This recommendation has been endorsed by the council's Commissioning and Procurement Board.

5.3 In accordance with Contract Standing Orders 88 and 89, pre-tender considerations have been set out below for the approval of Cabinet.

5.4

Ref	Requirement	Response
i.	The nature of the service.	Enforcement Agents (debt collection)
ii.	The estimated value	£0.4m income per annum
iii.	The contract term	A contract of three year duration from 1st July 2018 to 30 <sup>th</sup> June 2021, with an option to extend the term of the contract for up to two years to 30 <sup>th</sup> June 2023.
iv.	The tender procedure.	A two stage tender process in accordance with the Council's Standing Orders.
v.	The procurement timetable.	Indicative times <ul style="list-style-type: none"> <li>• Advert and issue of Pre-selection questionnaire – Feb 2018.</li> <li>• Deadline for selection questionnaire – March 2018.</li> <li>• Evaluation and shortlisting - March 2018.</li> <li>• Issue Invitation to tender – early April 2018.</li> <li>• Deadline for tender submissions – early May 2018</li> <li>• Panel evaluation – May 2018.</li> <li>• Contract decision –May 2018.</li> <li>• Authority to Award report approval – June 2018.</li> <li>• Contract mobilisation – June 2018</li> <li>• Contract start date - 1st July 2018.</li> </ul>
vi.	The evaluation criteria and process.	Shortlists will be drawn up in accordance with the Council's Contract Management and Procurement Guidelines; through the use of a selection questionnaire to identify organisations that meet the Council's requirements and standards. At the tender evaluation stage, the panel will evaluate tenders against the following criteria: <b>Quality:</b> 90% delivery of service 10% Social Value <b>Price:</b> 0%
vii.	Any business risks.	No risk is foreseen because the recovery of debts will fully cover the statutory fees and enforcement agency costs.
viii.	The Council's Best Value duties.	The Council has a duty to secure cost-effective and efficient services that meet the needs of the Borough.
ix.	Public Services (Social Value) Act 2012	In accordance with the Council's social value policy, 10% of the overall marks will be awarded for social value benefits.
x.	Staffing implications.	N/A.



xi.	Financial, legal and other considerations.	See sections 6 and 7.
-----	--	-----------------------

## **6.0 Financial Implications**

- 6.1 The council have received income of £0.43m from its Enforcement Agent contractors in the 2017/18 financial year to date, specifically relating to the recovery of unpaid Penalty Charge Notices. This service is vital in ensuring that budgeted income forecast from the issue of Penalty Charge Notices is recovered.
- 6.2 The council forecasts income received from Penalty Charge Notices on a yield basis, using data relating to historical receipts to determine a likely recoverable value over an 18 month period. This method has proven to have a high degree of accuracy, but is reliant on the service continuing to follow the current practice of collection, including the issue of warrants to bailiffs.

## **7.0 Legal Implications**

- 7.1 A number of Acts of Parliament, as cited in paragraphs 3.1 and 3.6 above, underpin the legality and enforceability of this proposed tender.
- 7.2 Contracts for bailiff services are regarded as service concession contracts. Such contracts do not fall within the Public Contracts Regulations 2015 but will fall under the Concession Contracts Regulations 2016 ("CCR 2016"). The threshold for application of the CCR 2016 is £4,551,413 and therefore the bailiff contracts will not be subject to the full requirements of the CCR 2016.
- 7.3 The estimated value of the bailiff contracts is such that the contracts are classed as High Value Contracts under the Council's Contract Standing Orders. As a result, they have to be procured by way of tender process. For High Value Contracts, the Cabinet must approve the pre-tender considerations set out in paragraph 5.3 above (Standing Order 89) and the inviting of tenders (Standing Order 88).
- 7.4 Under Section 55 of the Road Traffic Regulation Act 1984 (as amended, and hereafter referred to as "the 1984 Act"), enforcement authorities must keep account of their income and expenditure in respect of on-street parking places. The 1984 Act requires that any surplus must be applied towards specific purposes as set out under Section 55(4).
- 7.5 As detailed at paragraph 8.1, the service is currently provided by external bailiffs. Whilst there is a potential for staff from existing bailiff firms to transfer to any newly appointed bailiffs pursuant to the Transfer of Undertakings (Protection of Employment) Regulations 2006 (as amended), this is unlikely given the nature of the services provided.

## **8.0 Equality Implications**

- 8.1 This report proposes to go to tender for the provision of a service which is already provided externally, and therefore there are no new diversity implications arising from this report.
- 8.2 Parking and traffic Penalty Charge Notices are served to the registered keepers of vehicles as a consequence of parking or traffic infringements. Beyond this qualifying factor, it is not possible to distinguish individual characteristics of the debtors.

## **9.0 Consultation with Ward Members/Stakeholders**

- 9.1 The Lead Member for Environment has been consulted on the contents of this report.


## **10.0 Human Resources/Property Implications**

- 10.1 This service is currently provided by external contractors and there are no implications for Council staff or premises arising from re-tendering the contract.

**Report sign off:**

**AMAR DAVE**

Strategic Director of Regeneration and Environment

	<b>Cabinet</b> 12 March 2018
	<b>Report from the Strategic Director  Regeneration and Environment</b>
<b>Essential User Permit Scheme; and Resident Parking  Permit Surcharges</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Key
<b>Open or Part/Fully Exempt:</b>	Open
<b>No. of Appendices:</b>	None
<b>Background Papers:</b>	None
<b>Contact Officer:</b>	Gavin F. Moore Head of Parking and Lighting Tel: 020 8937 2979. <a href="mailto:gavin.f.moore@brent.gov.uk">gavin.f.moore@brent.gov.uk</a>

## 1.0 Purpose of the Report

- 1.1 To seek approval to consult on an increase in the price of Essential User Permits(EUP); the introduction of a £50 levy on resident parking permits for diesel vehicles from 1st October 2018; and an increase in the additional cost of resident parking permits for a household's second and third vehicles.

## 2.0 Recommendations:

That Cabinet agrees:

- 2.1 To consult on the introduction of a £50 levy on the price charged for resident parking permits for diesel vehicles to be introduced from 1st October 2018, increasing to £75 in October 2019 and then £100 in October 2020;
- 2.2 To consult on an increase in the price of external Essential User permits:
- a. For all other external organisations, aligned to the price of business permits
  - b. For NHS staff, aligned to the lower priced school staff permits; and
- 2.3 To consult on an increase in the surcharges for second and third resident permits, to £50 p.a. for a second permit and £100 p.a. for a third permit.

- 2.4 Subject to the outcome of the formal consultation, to delegate authority to the Strategic Director Regeneration & Environment, in consultation with the Lead Member for Environment, to introduce the changes identified in recommendation 2.2 above and amend the current Traffic Management Order to implement the proposed changes, and reporting back to Cabinet for consideration and a final decision if substantial objections are received.

### **3.0 Detail**

#### **3.1 Diesel Levy:**

Road traffic is often the greatest contributor to poor air quality where people live and work. Diesel vehicles are the most significant source of nitrogen oxide (NOx) emissions, which contributes to the high levels of pollution on London's streets. The reason for these high levels is partly due to underperformance of some diesel vehicles and significant discrepancies between official emission measurements and real-world vehicle performance<sup>1</sup>. London does not meet legal NOx limits and the Mayor of London is committed to taking urgent action as codified in the Mayor's Transport Strategy 2017.

- 3.2 Traffic and transport is the largest contributor to air pollution in Brent, accounting for at least 52% of emissions in the borough. Diesel vehicles in particular contribute particulates such as PM10 and PM2.5, which are known to be significant contributors to ill health. Evidence shows that fine and ultra-fine particulate matter present in air pollution increases the risk of cardiovascular morbidity and mortality. Conventional vehicles are responsible for more than 40% of air pollutants in the UK, impacting on cardiovascular and respiratory diseases. High levels of emissions from diesel vehicles in UK urban areas are estimated to contribute to more than 20,000 additional deaths per year. To manage air quality Central Government has set national air quality objectives, which have been put in place to protect peoples' health.
- 3.4 Even with higher levels of walking, cycling and public transport use, cars and other motor vehicles remain a feature of London's streets. This means that there is a need for strong policies that will encourage these vehicles to be as clean and energy efficient as possible.
- 3.5 Policy 5 (page 44) of the Mayor's Transport Strategy 2017 (MTS 2017), supports supplementary levies to help lower NOx emissions. The communities suffering from poor air quality are often the most vulnerable in society and protecting the health of Londoners is one of the Mayor of London's top priorities. Recent high level media coverage has focused on the fact that London is not meeting its emissions targets, which it is legally obliged to do under the *Ambient Air Quality Directive (2008/50/EC)*.
- 3.6 In the previous Cabinet report of 27th June 2016, '*On-Street Parking Service Offer and Charges in Controlled Parking Zones*', a proposal was considered to

---

<sup>1</sup> <https://www.gov.uk/government/publications/vehicle-emissions-testing-programme-conclusions>

introduce a levy for resident parking permits for diesel vehicles set at £25. Residents were consulted in 2016 and expressed concerns that, until recently, advice at a national level had sought to persuade motorists to switch to diesel vehicles to reduce their carbon emissions. Nearly 47% of respondents opposed this proposal; with 39% in favour. A number of respondents requested that implementation should be delayed to a later date. In light of these concerns Cabinet agreed to delay the introduction of the proposed £25 levy for diesel vehicles until October 2018 giving more time for Diesel owners to adjust.

- 3.7 It is now proposed that the £25 levy be raised to £50, increasing to £75 in 2019 and then £100 in 2020. It is now considered that a levy of £25 may not be sufficient to produce any lasting behavioural change in vehicle owners' behaviour, with the cost simply being absorbed by the motorist. An increase to at least £50 will incentivise behavioural change and facilitate a tangible shift. Other London boroughs have also introduced levies on diesel vehicles in an attempt to lower NOx emissions. Further detail is provided in Table 1 below. It is felt that a minimum £50 surcharge would send a strong price signal that diesel vehicles are not an environmentally friendly mode of transport.

Table 1 Local Authority Benchmarking

Borough	Price	Details
Merton	£150	<i>Currently £90; rising to £115 in 2018/19; and then £150 in 2019/20.</i>
Hackney	£50-£100	<i>Ranges from £50-100 depending on the permit price.</i>
Islington	£96	
Camden	£10.61	
Brent (proposed)	£50	<i>Recommended in this report; then to increase to £75 in 2019 and £100 in 2020.</i>
Hounslow	£50	
RBKC	£41	<i>For diesel fuelled vehicles not meeting Euro 6 standards.</i>
Westminster	N/A	<i>Vehicles will be subject to a 50% surcharge on pay to park.</i>
Lambeth	N/A	

- 3.8 It has been argued that Euro 6 diesels should not be included in the levy, as there is a belief that these vehicles have lower NOx emissions. However, an official Department for Transport report of April 2016 states:

*'On average our measured road test NOx emissions from Euro 6 vehicles were 500 mg/km - over six times higher than the 80 mg/km official legislative NEDC laboratory test limit.'*<sup>2</sup>

- 3.9 It is therefore recommended that a £50 levy on resident parking permits for all diesel vehicles be introduced to incentivise a reduction in diesel vehicle ownership in favour of public transport or lower emitting vehicles, increasing to £75 in 2019 and £100 in 2020. This should help Brent meet its targets for NOx reduction set out in its Air Quality Action Plan 2017 - 2022.

#### 3.10 Second and Third Resident Parking Permits

It is proposed to increase the surcharge on second and third resident parking permits from £40 and £80 to £50 for a second permit and £100 for a third.

- 3.11 The objective would be to reduce the number of households parking second and third vehicles on-street in CPZs. Increasing the second and third vehicle surcharges will reduce demand for the corresponding permits.
- 3.12 Brent currently imposes a £40 surcharge for second vehicles and an £80 surcharge for third vehicles. Modelling has focused on moving closer towards the level of charges made in LB Camden. It is proposed to increase the second car surcharge to £50 and third car surcharge to £100. It is anticipated that the reduction in the number of second and third vehicle parking permits sold would largely cancel out any additional revenue provided by the price increase.

### 4.0 **Essential User Permits**

- 4.1 The Essential User Permit (EUP) scheme enables employees of the council, or staff who work for other public and third sector organisations, to park a vehicle on-street in any Controlled Parking Zone (CPZ) within Brent. The permit should only be used whilst staff are engaged in official duties. The current terms and conditions of the scheme explicitly include the provision of residential or community care, health care, social housing management and highway works. The scheme is unique to Brent; other London authorities approach the question of parking for public service staff in a wide variety of ways.
- 4.2 The current uptake of Essential User Permits is:

Council staff	349
Council contractors/commissioned	220
External organisations	619
-----	
Total	1,188

---

<sup>2</sup> <https://www.gov.uk/government/publications/vehicle-emissions-testing-programme-conclusions>

- 4.3 The council does not offer any other “all zones” CPZ permits. The potential commercial value of such a parking permit would be high in comparison to current permits available to residents and businesses:
- The current cost of a single CPZ business permit for use in only one Zone is £376. Businesses are restricted to a maximum of three such permits, regardless of size.
  - The cost of a School Permit is £282 (the cost is lower than a Business permit as school staff are only on-site for 75% of the year).
- 4.4 It is clear that purchasing an EUP for £144, covering all CPZs, could be an attractive option for eligible external organisations. This low price is likely to perpetuate a high level of demand for such permits in relation to others, putting a greater demand on parking in the borough and encouraging the use of an EUP instead of the other permits available. Demand for Business Permits in particular may have been suppressed due to the availability of much cheaper and more flexible Essential User Permits. (The price is scheduled to rise to £150 on 3<sup>rd</sup> April 2018).
- 4.5 Although hard evidence of misuse is difficult to come by, there is a potential risk that EUPs might be misused. Potentially, they could be used for commuter parking or parking for other purposes which fall outside of those permitted within the terms and conditions; or they could be issued to applicants who do not strictly fulfil the eligibility criteria. These potential risks need to be reduced, as they could contribute to additional parking pressures within the borough. In respect of internal Council staff, a number of steps have been introduced over the last year to reduce the risk of any EUP abuse. Tighter controls have been implemented when approving internal staff applications, with a requirement for a Head of Service approval. Finally, the Council will be changing the scheme this year so that eligible staff will be required to book daily parking sessions online instead of being issued with a paper permit. The council can apply these controls for its own staff to manage the risk of potential abuse. However, with external organisations it is not possible to exert direct control of permit applications, or to insist that they introduce an online booking system in place of displaying permits.
- 4.6 For external organisations the most effective tool at the councils’ disposal is therefore incentivising a reduction in demand for permits by charging an appropriate price. This is the approach taken in setting the price of business permits. It is proposed that the EUP price charged to external organisations should be matched to that of a Business Permit, to help reduce excessive demand and over-use of EUPs. The price of the EUP would be set at £376 p.a. (2017/18), increasing in line with Business Permit prices in future years (the charge is expected to increase to £440 from 3<sup>rd</sup> April 2018). In light of the financial challenges facing the National Health Service, it is proposed that for NHS staff the EUP is instead benchmarked with the Schools Permit price of £282 p.a. (2017/18), increasing in future years in line with School Permit prices (the charge is expected to increase to £330 from 3<sup>rd</sup> April 2018). Each subsequent April from 2019, permit prices will be subject to an annual

inflationary uplift based on RPI. The key objective of this proposal is to reduce the quantity of EUP's in use within the borough, reducing the pressure on parking, whilst still allowing public services to carry out their duties.

- 4.7 It is recognised that any price increase for parking permits is unlikely to be received positively by customers. However, it is worth highlighting that alternative permits are also offered to those delivering healthcare as an alternative to the EUP. The Health Emergency Badge (HEB) is for people involved in the delivery of primary healthcare, attending medical emergencies in patients' homes. Any general practice, health trust or clinic may apply for these badges if they employ staff whose work involves visiting patients in their homes to provide emergency health care. These include doctors, nurses, midwives and health visitors. In addition, doctors' parking permits are also available at a cost of £150 for 12 months, and this allows registered practitioners to park in a designated doctor's parking bay. In recognition of the challenges facing the Service, the proposed charge for NHS Essential Use Permits will be less than for other organisations and businesses.

## **5.0 Financial Implications**

- 5.1 Implementing a diesel levy charge of at least £50 for Controlled Parking Zone (CPZ) permit holders will provide revenue, however, the level of income is unknown as the council does not currently hold data on the number of vehicles in CPZs which are diesel powered. The level of income raised is expected to reduce over time as residents replace their vehicles; thereby supporting the council in delivering its parking and air quality aims.
- 5.2 The Essential User Permit price is recommended to be increased from £144 to £376 and for NHS staff the price will increase to £276 as outlined in paragraph 4.6. This significant price increase is set as a deterrent and therefore a compensatory reduction in the number of annual permits sold is expected.
- 5.3 Increasing the surcharge for second car permit holders from £40 to £50 and the third car permit surcharge from £80 to £100 will result in increased revenue. However, any income arising from permit sales will be used to support the Borough's transportation and traffic management initiatives.

## **6.0 Legal Implications**

- 6.1 Whilst it is reasonable for a Council to take due regard of the estimated costs and income arising from the management of parking, the Road Traffic Regulation Act 1984 ("RTRA 1984") does not allow for local authorities to set or increase parking charges for the purposes of raising revenue.
- 6.2 Section 45 of the RTRA 1984 enables the council to designate parking places on the highway, to charge for parking in these places and to make a charge for parking permits for their use. The council may differentiate in its permit charges between vehicles of different classes. Furthermore, in setting charges the Council must have regard to the Mayor of London's Transport Strategy (sections 142 and 144(1) (a) Greater London Authority Act 1999). Section 122



of the RTRA 1984 imposes a general duty on local authorities when exercising functions under the RTRA 1984, which are set out in paragraph 6.4 below. Exercising the function to charge for any other purposes, e.g. to raise revenue, or having regard to other legally irrelevant matters is unlawful.

- 6.3 Section 55 of the RTRA 1984 makes provision for the monies raised under section 45 of the RTRA 1984, in that it provides for the creation of a ring-fenced account (the SPA – Special Parking Account) into which monies raised through the operation of parking places must be placed, and for the application of any surplus funds. Any surplus generated is appropriated into the Council's General Fund at the year end and can be spent on matters defined in section 55(4) of the RTRA 1984 (mainly transport and highways matters, which are listed in the RTRA 1984).

- 6.4 Section 122 of the RTRA 1984 imposes a general duty on local authorities when exercising functions under the RTRA. It provides, insofar as is material, as follows:

*"(1) It shall be the duty of every local authority upon whom functions are conferred by or under this Act, so to exercise the functions conferred on them by this Act as (so far as practicable having regard to the matters specified in subsection (2) below) to secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians) and the provision of suitable and adequate parking facilities on and off the highway...*

*(2) The matters referred to in subsection (1) above as being specified in this subsection are:-*

- (a) the desirability of securing and maintaining reasonable access to premises;*
- (b) the effect on the amenities of any locality affected and (without prejudice to the generality of this paragraph) the importance of regulating and restricting the use of roads by heavy commercial vehicles, so as to preserve or improve the amenities of the areas through which the roads run;*
- (bb) the strategy prepared under section 80 of the Environment Act 1995 (national air quality strategy);*
- (c) the importance of facilitating the passage of public service vehicles;*
- (d) any other matters appearing to the local authority to be relevant"*

Although the Mayor of London's Transport Strategy has now superseded earlier Traffic Management and Parking Guidance (TMPG) for London, the boroughs continue to rely on the TMPG document as an authoritative interpretation of the legal framework. It advises:

*"(2.23) The level of parking charges must be set for traffic management reasons, such as to ration available space and ensure that there is a rapid turnover of parking spaces, rather than to maximise revenue. This is because section 122 of the Road Traffic Regulation Act 1984 does not include the maximisation of revenue from parking charges as one of the relevant*

*considerations to be taken into account in securing the safe, expeditious and convenient movement of traffic”.*

- 6.5 This interpretation of the RTRA 1984, in the context of on-street charges, is widely accepted. Case law supports the view that the Act’s purpose is not revenue-raising and this is set out in the judgements in the cases of *R (on the application of Cran) v LB Camden [1995]* and *R (on the application of Attfield) v London Borough of Barnet [2013]*.

The British Parking Association’s Parking Practice Notes “1 - Charging for Parking” (Revised August 2011) emphasises this point by quoting the Camden judgement, saying that the RTRA 1984:

*“...is not a fiscal measure. It contains no provision which suggests that parliament intended to authorise a council to raise income by using its powers to designate parking places on the highway and to charge for their use”.*

- 6.6 In the *Attfield v Barnet* case, the Court ruled that the RTRA 1984 did not authorise a local authority to use its powers to charge for parking in order to: raise surplus revenue for other transport purposes funded by the Council’s general fund; to defray other road transport expenditure; and reduce the need to raise income from other sources, such as fines, charges and council tax.
- 6.7 Should the revision to the Diesel Levy, Essential Service Permits and amendments to the residents’ permits be approved for implementation, this would require the amendment of the existing Traffic Management Order (TMO) under the RTRA 1984.

## **7.0 Equality Implications**

### Diesel Levy

- 7.1 With due regard to our duty under *section 149, Part 11 and section 20, part 2 Equality Act 2010*, a Diesel levy would affect all those with protected characteristics equally and without prejudice. In addition, there is no evidence that ownership of diesel vehicles is disproportionately associated with any of the protected characteristics groups in comparison with vehicle owners generally. It is considered, therefore, that this levy would not fall within the provisions of the *EA 2010*.

### Essential User Permits

- 7.2 With due regard to our duty under *section 149, Part 11 and section 20, part 2, of the Equality Act 2010* it is not considered that an increase in the price of an EUP for businesses and public bodies such as the NHS would fall within the scope of these provisions.
- 7.2 An equality impact assessment will be carried out during the consultation process, if approved by Cabinet, to properly determine what impact these

changes will have on those with protected characteristics under the Equality Act 2010. This will focus on the potential for any impact of a price increase on the operational use of vehicles by external organisations to meet service users' needs.

### Second and Third Residents Permits Surcharge

- 7.3 The proposal to increase the surcharge to £50 for a second permit and £100 for a third permit is aimed to better control demand for kerbside parking space within CPZs, and to encourage take up of more sustainable modes of transport to improve air quality and reduce carbon emissions.
- 7.4 The proposals will affect households in Brent who live in a CPZ and own two or three vehicles which park on-street. Controlled Parking Zones cover 49% of Brent's residential addresses, in particular the south-east of Brent and around Wembley. Many larger households with two or more vehicles live in the outer parts of the borough not covered by CPZs.
- 7.5 There could be a perceived risk of a disproportionate impact on residents from particular ethnic backgrounds who may be more likely to live in larger households i.e. where an extended family lives in the same household, including adult children living with their parents. However the proposals do not remove or restrict the number of parking permits residents are able to purchase, and are therefore unlikely to have a significant impact on different equality groups.

### **8.0 Consultation with Ward Members and Stakeholders**

- 8.1 Statutory consultation on the aforementioned changes will be required. This will be scheduled to take place during summer 2018.

### **9.0 Human Resources/Property Implications (if appropriate)**


- 9.1 None.

#### **Report sign off:**

**AMAR DAVE**

Strategic Director of Regeneration and Environment

**This page is intentionally left blank**

 <b>Brent</b>	<b>Cabinet</b> 12 March 2018
	<b>Report from the Strategic Director of Regeneration and Environment</b>
<b>Brent Neighbourhood Community Infrastructure Levy (NCIL) - Preston Community Library</b>	

<b>Wards Affected:</b>	Preston
<b>Key or Non-Key Decision:</b>	Non-Key
<b>Open or Part/Fully Exempt:</b>	Open
<b>No. of Appendices:</b>	1
<b>Background Papers:</b>	None
<b>Contact Officer:</b>	Nkechi Okeke-Aru Principal Infrastructure Officer Tel: 020 8937 1824 <a href="mailto:Nkechi.okeke-arua@brent.gov.uk">Nkechi.okeke-arua@brent.gov.uk</a>

## 1. Purpose of the Report

- 1.1 The Community Infrastructure Levy (CIL) is a charge applied to eligible developments to help fund strategic (borough-wide) and neighbourhood infrastructure related to development. Brent's CIL was formally introduced on 1 July 2013.
- 1.2 This report requests that Cabinet approves the allocation of **£267,983** Neighbourhood CIL (NCIL) funds towards the 'fit-out' of Preston Community Library (PCL).

## 2. Recommendations

- 2.1 To approve the allocation of **£267,983** from Neighbourhood CIL (NCIL) to support the fit-out' of Preston Community Library (PCL).
- 2.2 To agree that the progression of the PCL fit out will be subject to the receipt of formal approval for the wider redevelopment of Preston Park Annexe. The wider development will be addressed by a separate decision report managed by Brent Property Service.
- 2.3 To agree that the responsibility for delivery of the construction elements of the PCL project funded by NCIL, will be held by Brent's Property Team, and progress will be monitored via the Council's capital programme.

- 2.4 To agree that the responsibility for delivery of some internal fixtures and fitting will be held by PCL and a grant will be issued from the NCIL allocation. Grant monitoring will be conducted by the Planning Service's Infrastructure Team.

### 3. Neighbourhood CIL – Background

- 3.1 The CIL Regulations 2010 (as amended) stipulate that at least 15 per cent of CIL receipts generated may be spent on Neighbourhood Projects, that is, infrastructure or anything else that is concerned with addressing the demands that development places on an area (capped at £100/dwelling each financial year). Whilst the legislation does not prescribe a process for how NCIL is allocated, the expectation is that priorities for spend are decided following engagement and consultation with the local community. A cabinet report outlining Brent's NCIL spend process was approved on 13 February 2017<sup>1</sup> and, as a result, Brent is divided into five 'CIL Neighbourhoods'; Kilburn, Kingsbury & Wembley, Willesden and Harlesden (**Appendix 1**).
- 3.2 A CIL Neighbourhood may also contain a Neighbourhood Forum with an adopted Neighbourhood Plan. In this case, up to 25 per cent of CIL funds collected from liable developments within the Neighbourhood Forum boundary, may be spent on priorities identified by the Neighbourhood Forum (uncapped). There are currently four Neighbourhood Forums in Brent; Church End & Roundwood (The Unity Neighbourhood Forum), Harlesden, Kilburn and Sudbury Town Residents Association (STRA). The Kilburn Neighbourhood Forum falls within both the boroughs of Brent and Camden. STRA is currently the only Neighbourhood Forum (Re-designated December 2017) with an adopted Neighbourhood Plan. A diagram showing the CIL Neighbourhood and forum boundaries is in **Appendix 1**
- 3.3 All shortlisted NCIL projects must be aligned to at least one of the Neighbourhood Priorities identified via consultation (May 2017). A summary of the current NCIL priorities is in **Table 1**:

**Table 1 Neighbourhood CIL Priorities 2017-2020**

CIL Neighbourhood	Community Space & Cultural facilities	Parks & Open Space	Schools & Education	Town Centre & High Streets	Transport & Roads
Harlesden	✓			✓	✓
Kilburn	✓		✓		✓
Kingsbury		✓		✓	✓
Wembley	✓	✓		✓ (joint 1 <sup>st</sup> )	✓ (joint 1 <sup>st</sup> )
Willesden	✓			✓	✓

- 3.4 Applications for NCIL funds are received twice a year. The last round closed on 1 December 2017. All projects that were shortlisted by the NCIL Panel (the Cabinet Member for Regeneration, Growth, Employment and Skills and the Head of Planning, Licensing and Transport) in January 2018 (including PCL) received provisional offers of funding. However any request over £100k in NCIL funds for one project must also receive final approval from Brent's Cabinet. As the bid for PCL is over £100k in value, final approval from Cabinet is required.

<sup>1</sup> <http://democracy.brent.gov.uk/ieDecisionDetails.aspx?AllId=24493>

#### 4. Preston Community Library (PCL)

- 4.1 Preston Park Annexe, Wembley HA9 8PL (formerly Preston Library) is a purpose built 1960s single storey building on a site area of 68m<sup>2</sup>/0.2391 acres. The premises are located in a residential area and Preston Road underground station is within a short walking distance. The site is currently owned by Brent Council and formerly contained the council-run library which closed in 2011.
- 4.2 In September 2016, Cabinet approved the redevelopment of Preston Park Annexe to deliver new homes and D1 space appropriate for community library use<sup>2</sup>. The current redevelopment proposals seek to deliver a modern community library and 12 new homes, subject to public consultation and planning permission. The fit out of PCL is dependent on the progression on the redevelopment of Preston Park Annexe; which is currently awaiting formal approval.
- 4.3 PCL is a registered charity (no. 1148971) which aims to run the library as a volunteer-run facility and community hub. PCL is based in the Wembley CIL Neighbourhood. The NCIL submission by the PCL complements a wider programme to redevelop Preston Park Annexe.

#### 5. Next Steps

- 5.1 The PCL bid was submitted in close collaboration with Brent's Property team. The project will eventually deliver a "shell and core" for PCL to operate from and internal fixtures and fittings. It was shortlisted for funding on the basis that it met the seven NCIL shortlisting criteria and aligned to the Wembley CIL Neighbourhood priority of Community Space & Cultural facilities. The intention is that contractor procurement funded from the NCIL allocation is managed by the Property Team and monitored via the Council's Capital programme. Delivery of certain internal fixtures and fittings will be the responsibility of PCL. This will be managed via a grant from the NCIL allocation to PCL and monitored by the Planning service's Infrastructure Team.
- 5.2 A summary of the provisional milestones for implementing these proposals is in **Table 2**. The progression of these milestones will be subject to the receipt of formal approval for the wider redevelopment of Preston Park Annexe.

**Table 2 – Preston Community Library Milestones**

Programme Milestone	Estimated Completion Date
Formal approval for redevelopment of Preston Park Annexe	Summer 2018
Planning permission	Autumn 2018
Construction - Start on site (Assuming 12 month build contract)	Spring 2019
New Community Library Operational	Spring 2020

#### 6. Financial Implications

- 6.1 The value of CIL funds available to fund neighbourhood projects is dependent on the number and value of CIL liable developments in each CIL Neighbourhood. As of 1 December 2017, approximately £3.7m was collected from developments in the Wembley CIL Neighbourhood. Cabinet is asked to approve the use of **£267,983** as a contribution towards the PCL scheme. **Table**

<sup>2</sup> [http://democracy.brent.gov.uk/documents/s43731/future\\_use\\_preston\\_park\\_annexe.pdf](http://democracy.brent.gov.uk/documents/s43731/future_use_preston_park_annexe.pdf)

3 provides a summary of how this grant will be shared between the Property Team and PCL to support delivery. **Table 4** provides a detailed breakdown of the NCIL portion. These include a 10% contingency. VAT has also been included for the elements delivered by PCL:

**Table 3: Preston Community Library – Summary NCIL costs**

CIL Neighbourhood	Cost (Rounding)	Notes
NCIL contribution to PCL development	£190,663	Managed by Property team
NCIL grant to PCL	£77,320	Managed by PCL
<b>Total</b>	<b>£267,983</b>	

**Table 4: Preston Community Library – Detailed NCIL costs**

Fit Out Inclusions	Delivered by	Cost (Rounding)
Kitchen Base Units and Sink	LBB	£38,090
Internal Doors and Adaptable Partitions	LBB	£21,330
Internal Partition Walls and Skirting	LBB	£20,569
Small Power Provision (Plugs, Data and Telephone Sockets etc.)	LBB	£18,832
Basic Lighting on Exposed Soffits and Wall Switches	LBB	£15,693
Heating Provision	LBB	£15,693
Upgraded Wall, Floor and Ceiling Finishes	LBB	£15,236
Paint decoration to Walls	LBB	£12,341
Basic Floor Finishes	LBB	£9,416
Sanitary ware in WC	LBB	£7,618
Upgraded lighting to D1 spaces	LBB	£7,618
Internal Doors to D1 Spaces including frames	LBB	£7,313
Door Finishes	LBB	£914
Library Shelving	PCL	£36,566
Reception Desk	PCL	£18,283
Fixtures, Furniture and Equipment	PCL	£9,142
Installed Telecoms and Internet	PCL	£7,532
Security Alarm	PCL	£5,650
Refuse bins - Library	PCL	£146
<b>TOTAL</b>		<b>£267,983</b>

## 7. Legal Implications

- 7.1 The Planning Act 2008, and CIL Regulations (2010) as amended, provide for local authorities to apply the CIL to infrastructure to support development. The Neighbourhood element may be used to fund the provision, improvement, replacement, operation or maintenance of infrastructure, or anything else that is concerned with addressing the demands that development places on an area (Reg 59F).
- 7.2 CIL spend is governed by Part 7 of the CIL Regulations and for any financial year in which CIL receipts are received, a report outlining CIL receipts and expenditure must be prepared and published on the council's website. (Reg 62).



- 7.3 DCLG Guidance (2014) states that the community is to be engaged where development has taken place and accordingly, agree with them how best to spend the funding. The use of neighbourhood funds should match the priorities expressed by the local communities.
- 7.4 The development of the Preston Annexe site is regulated by S122 and S123 of the Local Government Act 1972. The Council and PCL currently have a Memorandum of Understanding (MoU) however this is not legally binding. Therefore, subject to public consultation and planning permission, the intention is for the parties to enter into a legally binding Collaboration Agreement and leasing arrangement reflecting the terms of the MoU. Delegated authority to the Strategic Director of Resources in consultation with the Strategic Director of Community Wellbeing is sought to agree the exact terms and enter into such agreement.
- 7.5 Any development will also be subject to planning permission as per the Town & Country Planning Act 1990.

## **8. Equality Implications**

- 8.1 In compliance with the Equality Act 2010 and the Public Sector Equality Duty (PSED), the Council must, in the exercise of its functions, have “due regard” to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
  - Advance equality of opportunity between people who share a protected characteristic and those who do not.
  - Foster good relations between people who share a protected characteristic and those who do not.
- 8.2 The duty covers the following nine protected characteristics: age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race, religion or belief, sex and sexual orientation.
- 8.3 A screening analysis of the likely impact of the redevelopment proposals was undertaken as part of the September 2016 Cabinet report which concluded that the impact for protected groups was positive.

## **9. Consultation with Ward Members and Stakeholders**

- 9.1 The Lead Member for Regeneration, Growth, Employment and Skills is a member of the NCIL project shortlisting panel, and has been consulted throughout the process. Letters of support from stakeholders were also received with the NCIL application.

## **10. Human Resources / Property Implications (if appropriate)**

- 10.1 There are no Human Resources implications for Brent in relation to the redevelopment.
- 10.2 Brent Council will retain ownership of the building. The current MoU addresses funding options, interim arrangements, Lease Heads of Terms and Delivery

approach, however the intention is to enter into a legally binding Collaboration Agreement and leasing arrangement reflecting the terms of the MoU.

## **11. Appendices**

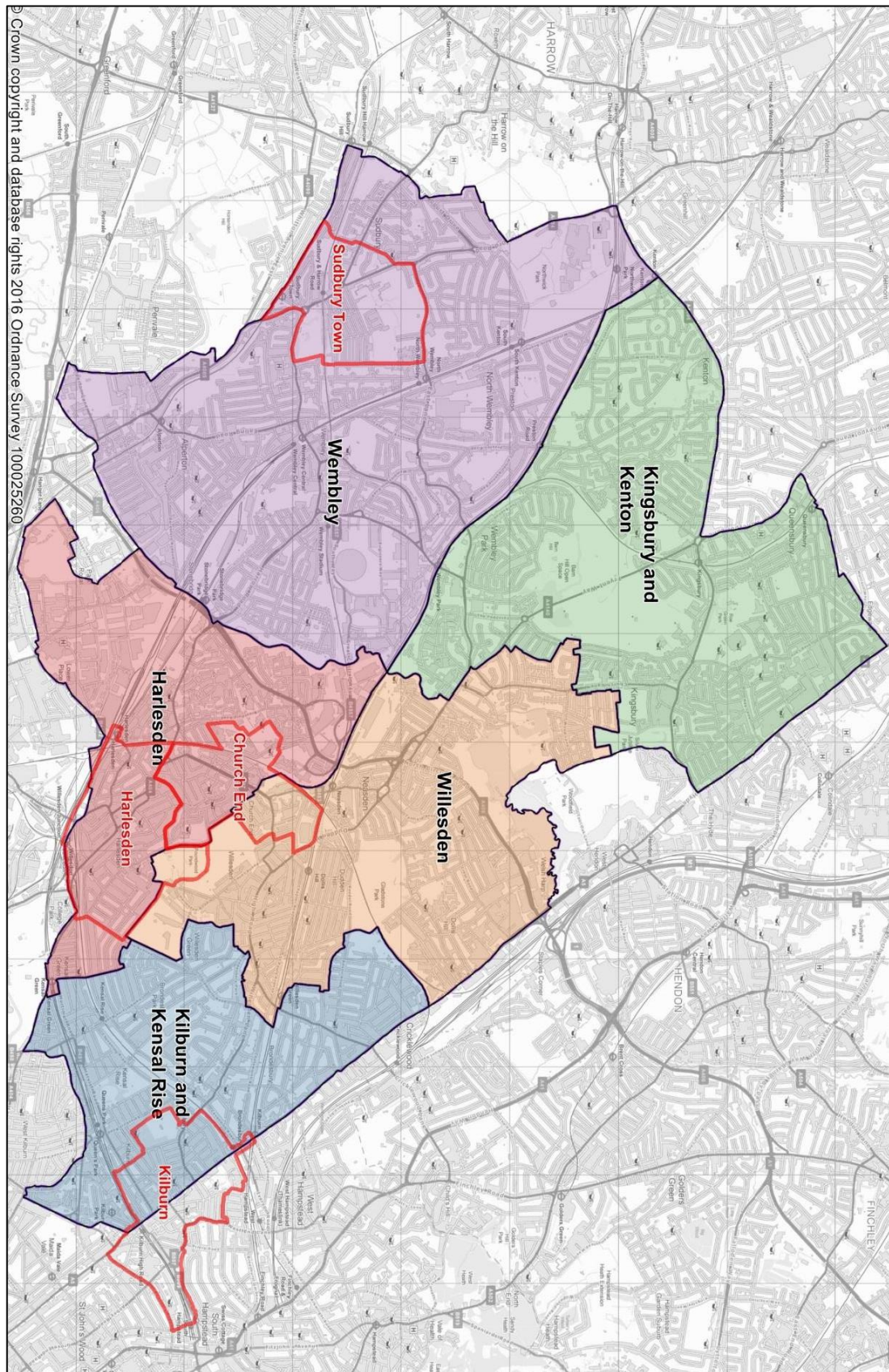
Appendix 1 – Brent CIL Neighbourhood Boundaries

**Report sign off:**


**AMAR DAVE**

Strategic Director of Regeneration and Environment

## Appendix 1 – Brent CIL Neighbourhood Boundaries



**This page is intentionally left blank**

 <b>Brent</b>	<b>Cabinet</b> 12 March 2018
	<b>Report from the Strategic Director Regeneration and Environment</b>
<b>Street Lighting Maintenance: Authority to Tender Contract</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Key
<b>Open or Part/Fully Exempt:</b>	Open
<b>No. of Appendices:</b>	None
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b>	Mark Fairchild Acting Senior Contracts Manager <a href="mailto:Mark.fairchild@brent.gov.uk">Mark.fairchild@brent.gov.uk</a> 020 8937 5300

## 1.0 Purpose of the Report

### 1.1 This report:

- i) Proposes to award an interim contract for the Street Lighting Maintenance service to Bouygues E&S Infrastructure UK Ltd from December 2018 to March 2019;
- ii) Sets out the options considered for the procurement of this service from April 2019; and also seeks approval to invite tenders for the Street Lighting Maintenance Services contract from 1<sup>st</sup> April 2019, as required by Contract Standing Orders 88 and 89; and
- iii) Seeks approval to assign responsibility for the 5 year post-PFI street lighting column warranty.

## 2.0 Recommendation

### That Cabinet:

- 2.1 Approves an exemption pursuant to Contract Standing Order 84(a) of the requirement to seek quotes for a four month contract for Street Lighting Maintenance for sound operational and financial reasons as

detailed in Section 3, including ensuring the smooth completion of the LED installation programme;

- 2.2 Approves the award of a four month contract for Street Lighting Maintenance to Bouygues E&S Infrastructure UK Ltd from 1<sup>st</sup> December 2018 to 31<sup>st</sup> March 2019;
- 2.3 Approves the invitation of tenders for Street Lighting Maintenance Services from 1<sup>st</sup> April 2019 on the basis of the pre-tender considerations set out in paragraph 4.2 of this report;
- 2.4 Approves the evaluation of the tenders referred to in 2.4 above, on the basis of the criteria set out in paragraph 4.3 (iv) of the report;
- 2.5 Delegates authority to the Strategic Director of Regeneration and Environment in consultation with the Lead Member for Environment to award the contract for Street Lighting Maintenance Services from 1<sup>st</sup> April 2019 for a term of four years with an option to extend the term by up to a further two years; and
- 2.6 Delegates authority to the Strategic Director of Regeneration and Environment in consultation with the Lead Member for Environment and the Director of Legal and Human Resources, to approve the transfer of the five year residual life warranty on street lighting columns from PFI Lighting Ltd to Bouygues E&S Infrastructure UK Ltd.

### **3.0 Detail**

#### Existing Contract

- 3.1 The purpose of street lighting is to improve road safety for motorists, cyclists and pedestrians. Street lighting can also play a role in the reduction of car crime, and fear of crime generally, in addition to encouraging economic and social activity during the hours of darkness.
- 3.2 The Council is responsible for maintaining almost 21,000 street lights and columns, and 5,600 other street lighting assets. These include illuminated signs, bollards and Belisha beacons. The Council is nearing the end of a 20 year PFI contract, with PFI Lighting Limited ("PFIL"), which is set to expire on 30<sup>th</sup> November 2018. Delivery of maintenance services is currently sub-contracted to Bouygues E&S Infrastructure UK Ltd ("Bouygues"). The service costs £3.3m per annum; and this cost is made up of two components:
  - capital repayment (for investment in column renewal which took place during the first 10 years of the contract); and
  - maintenance, providing a monthly unitary payment.

The unitary payment is offset by a PFI grant of £0.79m per annum, which will cease at the end of the current contract.

- 3.3 The maintenance activities within the contract ensure that street lighting assets remain in light and are maintained to maximise their life span. For street lighting, this includes:

<b>Maintenance Activity</b>	<b>Frequency</b>
Scouting to ensure that lighting levels are maintained	Fortnightly
Bulk changes of lamps when the lamp has exceeded its lifespan	Every 4 years
Luminaire cleaning	Every 4 years
Electrical testing	Every 6 years
Column painting	Every 6 years
Structural testing	Every 6 years

For other highway lighting assets, this includes:

<b>Maintenance Activity</b>	<b>Frequency</b>
Scouting to ensure that lighting levels are maintained	Fortnightly
Bulb change and clean	Annually
Electrical testing	Annually
High frequency bollard cleaning programme	Every two months on traffic routes

- 3.4 The service also includes provision to rectify faults within 48 hours; and a 2 hour emergency response service in the event of an asset becoming unsafe due to a road traffic accident or vandalism, for example.
- 3.5 At the end of the existing 20 year PFI contract, the Contractor (PFIL) is required to provide to the Council a warranty that all of the street lighting columns will have a residual life of not less than 5 years without requiring replacement or major structural repairs. The warranty excludes column replacements required following third party damage, theft or from a lack of routine maintenance. This warranty provides the opportunity for the Council to pause from investment in street lighting column replacement for five years, from December 2018 to November 2023. This would avoid costs estimated at £2m p.a. over the five years covered by the warranty. It is anticipated that lighting column replacement would need to re-commence by December 2023 at the latest.

#### Replacement LED luminaires and CMS project

- 3.6 In April 2015, Cabinet endorsed the business case which proposed investment in LED luminaires and a Central Management System (CMS) for the borough's street lighting. The CMS contract was



awarded in February 2016 to DW Windsor. Following a delay in procurement, the LED supply contract was awarded to the winning bidder, also DW Windsor, in May 2017. Legal agreement was subsequently reached with PFIL to install the LED luminaires and CMS under their contract, via their subcontractor Bouygues, and installation works commenced in November 2017. This was just 12 months before the end of the current street lighting contract in November 2018.

3.7 The project will see the existing SON-T street lighting luminaires replaced with an LED luminaire and a CMS node. As part of installation, each street lighting luminaire is electrically tested. The project will have the following impact on street lighting maintenance activities:

- A significantly reduced requirement for scouting, to monitor whether street lights are 'in light'. The CMS node installed with each luminaire remotely monitors whether the luminaire is working, so faults can be identified through CMS system reporting. However, the CMS cannot monitor column faults such as damage to columns or faulty electrical access door, so a limited requirement for street lighting scouting will remain.
- The new LED luminaires have a warranty of 10 years. Therefore the frequency of bulk changes to street lights, which currently takes place every three to four years, can be extended.
- Electrical testing on street lights will not be required for up to six years, following installation of the new LED luminaires.
- As all the luminaires will be new, cleaning will not be required for at least three years.
- The volume of street lighting faults should reduce significantly, as all the luminaires will be new.

3.8 By the end December 2017, just over 2,500 SON-T lanterns had been replaced with LED luminaires. Steps have been taken to accelerate the supply of lanterns in order to complete installation before 30<sup>th</sup> November 2018. However there remains a substantive risk that the project will not be completed by this time, should project issues be experienced with either supply or installation. If there are delays, and a new maintenance contract commences on 1<sup>st</sup> December 2018 with a new provider, completion of the installation phase would raise complex delivery issues. There would then be a high risk of delay, additional costs and reduced energy savings. This risk can be minimised by ensuring that the contractor that is delivering maintenance and installation for PFIL is contracted to ensure the work is completed before a new maintenance contract commences.

#### Short term maintenance contract

3.9 To manage any potential snagging issues with installed LED luminaires; to manage any risk that installation will not be completed by 30<sup>th</sup> November 2018; and to ensure a smooth transition to a long term



replacement contractor it is proposed that a four month short term contract be procured which will be below the EU threshold for Services contracts. This would cover the period from 1<sup>st</sup> December 2018 to 31<sup>st</sup> March 2019, and be directly awarded to the existing sub-contractor Bouygues, which is currently managing the LED luminaire installation. In the event that LED luminaire installation is not complete by the expected end of November 2018, this short term contract would ensure continuity of project delivery, and avoid the delays and costs which would otherwise be experienced through the mobilisation of a different contractor. The short term contract would also ensure that the future maintenance contract is aligned with the financial year. It is considered that a four month short term contract would be sufficient to ensure that the LED luminaire installation programme is completed smoothly.

#### Future Maintenance contract

- 3.10 As set out above, it is proposed that the next street lighting maintenance contract would commence on 1<sup>st</sup> April 2019. This will ensure that appropriate maintenance arrangements are in place for lighting columns and other lighting assets i.e. signs, bollards and Belisha beacons. However, there would be a reduction in the maintenance activities associated with the LED luminaires, as stated in paragraph 3.2. The initial period of the contract would be for four years to the end of March 2023, aligning the end date with that of the Public Realm, Parking and Trees Maintenance contracts. It is recommended that an option for an extension period of up to two years should also be available for the Council to exercise, if desired, to provide additional flexibility and manage risk (see paragraph 3.15 below).
- 3.11 The existing maintenance specification is twenty years old, and is considered obsolete. Work is underway with a lighting consultant to renew the technical specification to take into account up to date statutory or legislative requirements, manufacturer recommendations and industry trends.

#### Warranty

- 3.12 The responsibility to provide a five year residual life warranty on each of the Council's street lighting columns is held by the current contractor, PFIL. PFIL was established prior to the start of the contract as a Special Purpose Vehicle (SPV) to enable Brent to enter into a PFI scheme to replace the majority of Brent's street lighting columns. PFIL was set up specifically for the Brent contract and its intention would be to close down following the end of the current maintenance contract. As a consequence, PFIL wish to transfer the five year residual life warranty on the Council's street lighting columns to Bouygues.
- 3.13 Officers consider that there is merit in agreeing to the transfer of warranties from PFIL to Bouygues. Bouygues is part of a large company group with hands on experience of maintaining the lamp

columns. A warranty from Bouygues arguably gives the council greater security in relation to warranty commitments compared with an SPV.

- 3.14 It is understood that discussions are still under way between PFIL and Bouygues on this issue. It is therefore proposed that authority to approve the transfer of warranty be delegated to the Strategic Director Regeneration and Environment in consultation with the Director of Legal and Human Resources, in anticipation that the two companies will reach an agreement on this matter.
- 3.15 As set out in paragraph 3.10 above, there will exist the option to extend the four year contract term by up to a further two years. This would allow the contract to be extended beyond the end of the five year warranty period, should this be considered desirable to manage the risk of further complexity being introduced.

#### 4.0 Pre-Tender Considerations

- 4.1 As per the Council's procurement requirements, a Gateway Zero analysis was conducted to assess the feasibility of delivering the street lighting maintenance contract in house via a new Direct Service Organisation (DSO). The analysis concluded that the contract should continue to be outsourced to specialist providers on the basis of high capital set up costs, a lack of in house expertise, and the high probability of higher in house running costs. This view was endorsed by the Commissioning and Procurement Board on 6<sup>th</sup> February 2018.
- 4.2 The following procurement options, outlined in the table below have been considered. The table sets out a brief summary of the benefits and risks associated with each option. The recommended approach is to procure as a single authority.

Option	Comments	Appraisal
Procure as a single authority	<p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>• Quickest and least expensive option</li> <li>• Only Brent's needs to be considered</li> <li>• A bespoke service can be procured</li> <li>• Single, locally-based contract management</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>• May reduce the scope for any additional economies of scale</li> <li>• May have less potential for efficiency savings</li> </ul>	Recommended
Collaborate with a neighbouring Authority	<p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>• May increase savings due to increased buying power</li> <li>• Could share some contract costs</li> <li>• Could share some client staff costs</li> </ul>	Not

	<ul style="list-style-type: none"> <li>• Could share best practice and provide opportunities for career progression</li> <li>• More resilient</li> </ul> <p>Risks</p> <ul style="list-style-type: none"> <li>• No nearby authorities have expressed an interest in partnering</li> <li>• Loss of sovereignty and expertise</li> <li>• A more complex process</li> <li>• Complex governance structure</li> <li>• May restrict tenders to large firms</li> <li>• Reduces the time to implement</li> <li>• Requires additional staff resources to manage the procurement</li> <li>• Complex, varied requirements and potential diseconomies of scale</li> <li>• Procurement timelines differ</li> </ul>	Recommended
In source	<p>Benefits</p> <ul style="list-style-type: none"> <li>• Establishes expertise in house</li> <li>• Direct control of operations</li> <li>• Greater budget control</li> </ul> <p>Risks</p> <ul style="list-style-type: none"> <li>• Requires prohibitive start-up costs, particularly in vehicles and equipment</li> <li>• The Council does not possess the management expertise or experience</li> <li>• The Council does not possess the equipment and vehicles required</li> <li>• Highly localised service will find it difficult to recruit and retain staff</li> <li>• Complex Transfer of Undertaking</li> <li>• Higher staffing on-costs</li> <li>• The overall costs would be prohibitive</li> </ul>	Not Recommended

- 4.3 As the recommended approach is to procure as a single authority, in accordance with Contract Standing Orders 88 and 89, pre-tender considerations have been set out below for the approval of Cabinet.

Ref	Requirement	Response
i.	The nature of the service.	Street lighting works
ii.	The estimated value	£1.0m to £1.4m per annum
iii.	The contract term	A contract of four year duration from 1st April 2019 to 31 <sup>st</sup> March 2023, with an option to extend the term of the contract for up to two years to 31 <sup>st</sup> March 2025.
iv.	The tender	A two stage tender process in accordance

	procedure to be adopted.	with the Council's Standing Orders.
v.	The procurement timetable.	<p>Indicative times</p> <ul style="list-style-type: none"> <li>• OJEU Notice and Pre-selection questionnaire advertised - May 2018.</li> <li>• Deadline for selection questionnaire – June 2018.</li> <li>• Evaluation and shortlisting to 5 providers - July 2018.</li> <li>• Issue Invitation to tender – early August 2018.</li> <li>• Deadline for tender submissions –end August 2018</li> <li>• Panel evaluation – September 2018.</li> <li>• Contract decision –October 2018.</li> <li>• Authority to Award report approval - November 2018.</li> <li>• Contract mobilisation – December 2018 – March 2019</li> <li>• Contract start date - 1st April 2019.</li> </ul>
vi.	The evaluation criteria and process.	<p>At selection stage shortlists will be drawn up in accordance with the Council's Contract Management and Procurement Guidelines through the use of a selection questionnaire to identify organisations that meet the Council's financial standing requirements, health, safety and environmental standards, technical capacity and technical expertise.</p> <p>At the tender evaluation stage, the panel will evaluate tenders against the following criteria:</p> <p><b>Quality:</b></p> <ul style="list-style-type: none"> <li>• 50% delivery of service</li> <li>• 10% Social Value</li> </ul> <p><b>Price:</b> 40%</p>
vii.	Any business risks associated with entering the contract.	That the reduction in maintenance activities makes the contract less attractive to bidders, leading to fewer bids and a reduction in the competitiveness of the price
viii.	The Council's Best Value duties.	The Council has a duty under Best Value to secure cost-effective and efficient services that meet the needs of the Borough's customers.
ix.	Consideration of	In accordance with the Council's social

	Public Services (Social Value) Act 2012	value policy, 10% of the overall marks will be awarded for social value benefits.
x.	Any staffing implications, including TUPE and pensions.	Please see section 9.
xi.	The relevant financial, legal and other considerations.	Please see sections 5, 6, 7 and 8.

## **5.0 Financial Implications**

- 5.1 The current street lighting contract costs annually £3.3m, which covers both the cost of replacing lighting columns and the cost of all maintenance activities. Following completion of the LED installation programme, the maintenance-only contract as recommended in paragraph 2.3 is forecast to cost around £1m per annum, thereby achieving £2m contract savings.
- 5.2 The 2018/19 street lighting budget therefore anticipates contract cost savings to be achieved. The estimated cost of the proposed four month contract with Bouygues would be below the EU threshold for Services contracts.
- 5.3 Transfer of the 5 year (1st December 2018 to 30 November 2023) warranty from PFI Lighting Ltd to Bouygues should not impact on the Council's budgets. Under the current contract, PFI Lighting Ltd is contractually obligated to leave 5 years residual life on the asset (all Brent's street lighting columns and associated infrastructure) from the contract end date. Therefore PFI Lighting Ltd should be wholly responsible for any costs incurred in transfer of the warranty obligations to a third party.
- 5.4 A due diligence check has been carried out on Bouygues E&S Infrastructure UK Ltd, based on a potential contract value of up to £500k (the actual value is expected to be less than £181k). A review undertaken by Finance and Procurement officers has confirmed that the company has passed this financial viability test.

## **6.0 Legal Implications**

- 6.1 The Highways Act 1980 empowers the Council as Highway Authority to provide street lighting. The Council has a duty of care to the highway users and must ensure it can demonstrate it has systems and programmes in place to ensure the safety of all highway lighting equipment.

- 6.2 Cabinet is recommended to approve the award of a four month contract to Bouygues. This contract is a service contract as defined under the Public Contracts Regulations 2015 ("PCR 2015"). The estimated value of this four month contract will be below the threshold for full application of the PCR 2015.
- 6.3 The proposed four month contract is classed as a Low Value Contract under the Council's Contract Standing Orders ("CSOs") and Financial Regulations and should thus be procured by seeking quotes. As detailed in Section 3, Officers consider that there are good operational and financial reasons not to seek quotes but instead award to Bouygues. In the circumstances, an exemption from the requirement to seek quotes is sought. Cabinet is permitted to grant such exemption pursuant to CSO 84(a) if it considers that there are good operational and / or financial reasons.
- 6.4 In addition to the award of a four month contract, Officers also recommend the procurement of a contract with a term of four years with an option to extend the term by up to a further two years. The estimated value of such contract is above the EU procurement threshold for service contracts, and the council is thus required to comply with the requirements of the PCR 2015, in that the contract must be advertised in the Official Journal of the European Journal (OJEU) and a competitive procurement process undertaken in accordance with the Treaty principles of equal treatment, proportionality and transparency for the contract to be awarded. Paragraph 4.3 (iv) of the report sets out the procurement process that will be undertaken, namely a two stage Restricted procurement procedure under the PCR 2015.
- 6.5 The value of the contract as set out in paragraph 5.1 of this report is in excess of £2,000,000. The contract is therefore deemed a High Value contract under the Council's CSOs. CSOs provides that Cabinet approval should be obtained to invite expressions of interest, agree shortlists and invite tenders for High Value contracts, and CSO 89 also provides that Cabinet approval of pre-tender considerations (which are set out in paragraph 4.3 of this report) should be obtained for High Value contracts.
- 6.6 Officers seek approval to the transfer of the five year residual life warranty on street lighting columns from PFIL to Bouygues for the reasons detailed in paragraphs 3.12 to 3.15, subject to PFIL and Bouygues agreeing to transfer the warranty between them, and subject to delegated authority approval by the Strategic Director Regeneration and Environment in consultation with the Director of Legal and Human Resources. Any agreed transfer should be on no less favourable terms to the Council than the existing warranties, and subject to appropriate due diligence in respect of Bouygues (see paragraph 5.4 above).

## **7.0 Equality Implications**

- 7.1 An Equalities Analysis screening exercise has been undertaken. No significant diversity implications for any protected groups have been identified arising from the decisions recommended in this report.

## **8.0 Consultation with Ward Members and Stakeholders**

- 8.1 The Lead Member was consulted when seeking authority to tender the contract. The contract is borough-wide and therefore consultation in respect of specific wards was not considered appropriate.

## **9.0 Human Resources/Property Implications (if appropriate)**

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

## **10.0 Public Services (Social Value) Act 2012**

- 10.1 In Since 31st January 2013, the Council, in common with all public authorities subject to the EU Regulations, has been under 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; 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 Services 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.

### **Report sign off:**

**AMAR DAVE**

Strategic Director of Regeneration and Environment

**This page is intentionally left blank**