



Brent

Cabinet

Monday 9 April 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

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

The press and public are welcome to attend this meeting

Notes for Members - Declarations of Interest:

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

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

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

***Disclosable Pecuniary Interests:**

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

****Personal Interests:**

The business relates to or affects:

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

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

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

or

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

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

Agenda

Introductions, if appropriate.

Item **Page**

1 Apologies for Absence

2 Declarations of Interest

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.

3 Minutes of the Previous Meeting 1 - 8

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

4 Matters Arising (if any)

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

5 Petitions (if any)

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

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

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

Regeneration and Environment reports

7 Highways Capital Scheme Programme 2018-19 9 - 30

This report requests that Cabinet approve the Highways Capital Scheme Programme 2018-19. During 2018/19 it is proposed to allocate £3.5m of Brent capital to maintain the highway network, subject to approval of the Budget and Council Tax report. This report sets out recommendations for how Brent's £3.5m capital budget should be allocated during 2018/19 through a prioritised programme of: Major and minor pavement reconstruction; Major Road resurfacing; Preventative maintenance; Improvements to the public realm, and Renewal of Road Markings.

Ward Affected: All Wards
Lead Member: Lead Member for Environment (Councillor Eleanor Southwood)
Contact Officer: Tony Kennedy, Head of Highways and Infrastructure
Tel: 020 8937 5151
tony.kennedy@brent.gov.uk

8 Report seeking approval to acquire a long leasehold from Network Rail. Land at Queens Park - South Kilburn Regeneration Programme 31 - 44

This report concerns the land assembly necessary to bring forward the Queens Park/Cullen House development project, which is a fundamental part of the South Kilburn Regeneration Programme sitting in Phase 3a/3b. This report seeks approval for the acquisition of the Network Rail owned strip of land which forms part of the redevelopment site.

Ward Affected: Kilburn; Queens Park
Lead Member: Lead Member for Regeneration, Growth, Employment and Skills (Councillor Shama Tatler)
Contact Officer: Daniel Bailey, Project Officer (South Kilburn), Estate Regeneration
Tel: 020 8937 2149
daniel.bailey@brent.gov.uk

Community Wellbeing reports

9 Authority to Award Contracts for Six Extra Care Schemes 45 - 72

In accordance with Contract Standing Orders 88, this report seeks Cabinet authority to award a care and support contract for 3 of the Extra Care Schemes and notifies Cabinet of the proposal to re-procure the care and support contract for the other 3 of Extra Care Schemes. Additionally, delegated authority to award the re-procured contract is sought.

Ward Affected: All Wards
Lead Member: Lead Member for Community Wellbeing (Councillor Krupesh Hirani)
Contact Officer: Edwin Mensah, Market Oversight Manager
Tel: 020 8937 4132
edwin.mensah@brent.gov.uk

Chief Executive's reports

10 Overview and Scrutiny Home Care Task Group 73 - 98

On 19 September 2017 members of the Community and Wellbeing Scrutiny Committee agreed to set up an overview and scrutiny task group to review policy around the commissioning of home care in Brent. Cabinet are asked to note the contents of the report and the three recommendations which have been made by the task group.

Ward Affected:
All Wards

Lead Member: Lead Member for Community Wellbeing (Councillor Krupesh Hirani)
Contact Officer: James Diamond, Scrutiny Officer
Tel: 020 8937 1068
james.diamond@brent.gov.uk

11 Exclusion of Press and Public

The following items are not for publication as they relate to the following category of exempt information as specified under Part 1, Schedule 12A of the Local Government Act 1972, namely paragraph 3: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)"

- Agenda Item 8
 - Report seeking approval to acquire a long leasehold from Network Rail. Land at Queens Park - South Kilburn Regeneration Programme – **Appendix 2**
- Agenda Item 9
 - Authority to Award Contracts for Six Extra Care Schemes – **Appendices 1, 2 and 5**

12 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 paragraphs 12 and 39 of the Council's Access to Information Rules (part 2 of the Constitution).

Date of the next meeting: Monday 21 May 2018 (Provisional – this date will be confirmed upon agreement of the 2018-19 Municipal Calendar at the Council's AGM on 14 May 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.

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LONDON BOROUGH OF BRENT

MINUTES OF THE CABINET Monday 12 March 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: Councillor Long

1. **Apologies for Absence**

There were no apologies for absence.

2. **Declarations of Interest**

There were no declarations of interest by Members.

3. **Minutes of the Previous Meeting**

It was **RESOLVED** that the minutes of the previous meeting held on 12 February 2018 be approved as an accurate record of the meeting.

4. **Matters Arising**

There were no matters arising.

5. **Petitions**

There were no petitions to be considered.

6. **Reference of item considered by Scrutiny Committees**

There were no Scrutiny reference reports to be considered.

7. **Task Group Report on Fire Safety of Low-Rise Domestic Properties**

Councillor Muhammed Butt, Leader of the Council, welcomed Councillor Janice Long, Chair of the Task Group on Fire Safety of Low-Rise Domestic Properties, to the meeting. Councillor Long began by thanking the members of the task group – Councillors S Choudhary, Duffy, Harrison and Hossain.

Councillor Long stated that, following the fatal fire at Grenfell Tower in June 2017, there had been significant focus by different levels of government on the fire safety of domestic properties across the country. She continued by saying that nationally, this had included: 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.

Councillor Long clarified that, in Brent, the Council had 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 had further agreed for £10 million to be spent on a package of enhanced fire safety measures for high rise blocks, and also undertaken a number of other measures.

Councillor Long highlighted the important issue of ensuring that fire alarms were tested regularly. She also stated that bulky items stored in communal areas could pose a fire risk, or an obstruction to escape in the event of a fire.

Councillor Long encouraged members of the Cabinet to use the Council's communications channels to regularly publicise the important issue of fire safety.

Councillors Hirani and Miller thanked Councillor Long for her introduction and welcomed the task group's recommendations.

Councillor Muhammed Butt, Leader of the Council, thanked Councillor Long and the task group members for their work. He said that as the one year anniversary of the tragic fire at Grenfell Tower approached, it was essential to maintain the important issue of fire safety in residents' minds.

It was **RESOLVED**:

7.1 That the report (attached within the agenda pack as Appendix 1) and the recommendations contained therein, be noted.

8. **Performance Report, Q3 (October - December) 2017/18**

Councillor Margaret McLennan, Deputy Leader of the Council, presented the performance report and performance scorecard which set out the position on the Council's performance in the third quarter of 2017/18. Councillor McLennan stated that the content and format of the report and scorecard focused primarily on the Brent 2020 priorities and then on the Borough Plan priorities.

In response to a question from Councillor Tom Miller, Cabinet Member for Stronger Communities, Peter Gadsdon, Director of Performance, Policy and Partnerships, explained that the Council's new performance dashboard would be ready to launch in April 2018.

Councillor Butt thanked Councillor McLennan for her introduction. In response to comments from Councillors Hirani and Southwood, it was agreed that each Cabinet Member would look at the performance indicators within their portfolios and agree even more challenging targets for 2018 onwards. Councillor Butt encouraged Cabinet Members to focus on specific outcomes and the impact of each target.

It was **RESOLVED**:

8.1 That the performance information and the current and future strategic risks associated with the information provided in the report, be noted.

9. **Homelessness Reduction Act 2017**

Councillor Harbi Farah, Cabinet Member for Housing and Welfare Reform, introduced the report, which provided information on the implementation of the Homelessness Reduction Act 2017, and the potential impact it could have in Brent. Councillor Farah stated that the report sought approval for the statutory duty to agree a Personal Housing Plan for single homeless households (and childless couples) be delegated to the Single Homeless Prevention Service.

It was **RESOLVED**:

- 9.1 That the potential impact of the implementation of the Homelessness Reduction Act 2017 on both single people and families, be noted;
- 9.2 That the statutory duty to assess all eligible applicants' cases and agree a Personal Housing Plan for single homeless households (and childless couples) be delegated to the Single Homeless Prevention Service (as agreed in accordance with an amended recommendation which was tabled at the meeting); and
- 9.3 That additional amendments to the wording of paragraph 4.10 of the report (in that the SHPS team was actually a consortium of Thames Reach and Crisis), which had been tabled at the meeting, be noted.

10. **Met Patrol Plus Performance Review**

Councillor Tom Miller, Cabinet Member for Stronger Communities, introduced the report which outlined a review of the Council-funded 12 Met Patrol Plus s92 officers' known as the Partnership Tasking Team. He explained that these officers were deployed to prioritise and police the Safer Brent Partnership priorities and support wider Police Tactical Tasking Coordination Group borough priorities.

Councillor Miller stated that the first year review of the Partnership Tasking Team programme had shown great successes around the Safer Brent Partnership priorities, especially for those who had seen an increase trend in activity, namely Anti-Social Behaviour, Gangs and Violence with Injury and Reoffending.

Councillor Miller stated that there had 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 the borough's priorities were tackled robustly to make Brent a safer place for all.

It was **RESOLVED**:

- 10.1 That the Partnership Tasking Team's activities and future funding for this resource, post 31 March 2019, be reviewed and discussed.

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

Councillor Eleanor Southwood, Cabinet Member for Environment, introduced the report which sought 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.

It was **RESOLVED**:

- 11.1 That the invitation of tenders for Enforcement Agents, on the basis of the pre-tender considerations set out in paragraphs 5.3 of the report, be approved;
- 11.2 That the evaluation of tenders referred to in recommendation 2.1 of the report, on the basis of the criteria set out in paragraph 5.3 of the report, be approved; and
- 11.3 That authority be delegated to the Strategic Director, Regeneration and Environment, in consultation with the Lead Member for Environment, to approve the award of contracts to two providers.

12. **Essential User Permit Scheme; Diesel Levy and Resident Parking Permit Surcharges**

Councillor Eleanor Southwood, Cabinet Member for Environment, introduced the report which sought 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.

It was **RESOLVED**:

- 12.1 That a consultation take place 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;
- 12.2 That a consultation take place 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
- 12.3 That a consultation take place 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; and
- 12.4 Subject to the outcome of the formal consultation, authority be delegated to the Strategic Director Regeneration & Environment, in consultation with the

Lead Member for Environment, to introduce the changes identified in recommendation 2.2 of the report and amend the current Traffic Management Order to implement the proposed changes, and report back to Cabinet for consideration and a final decision if substantial objections are received.

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

Councillor Shama Tatler, Cabinet Member for Regeneration, Growth, Employment and Skills, introduced the report and stated that the Community Infrastructure Levy (CIL) was 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.

Councillor Tatler stated that the report requested that Cabinet approve the allocation of £267,983 Neighbourhood CIL (NCIL) funds towards the 'fit-out' of Preston Community Library (PCL).

Councillor Tom Miller, Cabinet Member for Stronger Communities, stated that as the Cabinet Member with responsibility for the borough's libraries, he welcomed the proposals.

It was **RESOLVED**:

- 13.1 That the allocation of £267,983 from Neighbourhood CIL (NCIL) to support the 'fit-out' of Preston Community Library (PCL), be approved; and
- 13.2 That the progression of the PCL fit out, subject to the receipt of formal approval for the wider redevelopment of Preston Park Annexe, be approved. It was also noted that the wider development will be addressed by a separate decision report managed by Brent Property Service; and
- 13.3 That it be agreed that responsibility for delivery of the construction elements of the PCL project funded by NCIL, will be held by Brent's Property Team, and it was noted that the progress will be monitored via the Council's capital programme; and
- 13.4 That it be agreed that responsibility for delivery of some internal fixtures and fitting will be held by PCL and a grant will be issued from the NCIL allocation. It was also noted that the grant monitoring will be conducted by the Planning Service's Infrastructure Team.

14. **Street Lighting Maintenance: Authority to Tender Contract**

Councillor Eleanor Southwood, Cabinet Member for Environment, introduced the report and stated that Cabinet was being asked to award an interim contract for the Street Lighting Maintenance service to Bouygues E&S Infrastructure UK Ltd from December 2018 to March 2019.

She explained that the report set out the options considered for the procurement of this service from April 2019; and also sought approval to invite tenders for the Street

Lighting Maintenance Services contract from 1st April 2019, as required by Contract Standing Orders 88 and 89.

Furthermore, Councillor Southwood stated that the report sought approval to assign responsibility for the 5 year post-PFI street lighting column warranty.

With the permission of the Chair, Gavin Moore, Head of Parking and Lighting, stated that the initial period of the contract would be for four years to the end of March 2023, which aligned the end date with that of the Public Realm, Parking and Trees Maintenance contracts.

It was **RESOLVED**:

- 14.1 That 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, be approved;
- 14.2 That the award of a four month contract for Street Lighting Maintenance to Bouygues E&S Infrastructure UK Ltd from 1st December 2018 to 31st March 2019, be approved;
- 14.3 That the invitation of tenders for Street Lighting Maintenance Services from 1st April 2019 on the basis of the pre-tender considerations set out in paragraph 4.2 of the report; be approved;
- 14.4 That the evaluation of the tenders referred to in 2.4 of the report, on the basis of the criteria set out in paragraph 4.3 (iv) of the report, be approved; and
- 14.5 That authority be delegated 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 1st April 2019 for a term of four years with an option to extend the term by up to a further two years; and
- 14.6 That authority be delegated 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.

15. **Exclusion of Press and Public**

None.


16. **Any Other Urgent Business**

There was no other urgent business to transact.

The meeting was declared closed at 6.34pm.

COUNCILLOR MUHAMMED BUTT
Chair

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	Cabinet 9 April 2018
	Report from the Strategic Director of Regeneration and Environment
Highways Capital Scheme Programme 2018-19	

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt:	Open
No. of Appendices:	3
Background Papers:	None
Contact Officers:	<p>Jonathan Westell Highways Contracts & Delivery Manager Tel: 020 8937 3660 jonathan.Westell@brent.gov.uk</p> <p>Tony Kennedy Head of Highways & Infrastructure Tel: 020 8937 5151 tony.kennedy@brent.gov.uk</p> <p>Chris Whyte Operational Director, Environmental Services Tel: 020 8937 5342 chris.whyte@brent.gov.uk</p>

1.0 Purpose of the Report

1.1 To approve the Highways Capital Scheme Programme 2018-19.

2.0 Recommendations

2.1 That the Cabinet approves the proposed highways maintenance programme for 2018/19 as detailed in Appendix B.

2.2 That any changes to this and future highways capital programmes, are approved by the Strategic Director of Regeneration & Environment in consultation with the Cabinet Member for Environment.

3.0 Detail

3.1 Summary

3.1.1 In 2017/18 approximately £6.2m has been spent improving the condition of Brent's highways, including resurfacing an estimated of 6.44 miles of road and reconstructing

about 7.54 miles of pavement. This equates to about 2% of the road network and 1.5% of the pavements. This investment includes £5.3m of Brent capital (carry forward of £0.45m from 16/17, a base 17/18 allocation of £3.5m and an additional £1.35m) and £0.90m of TfL capital funding for Principal (A road) maintenance.

3.1.2 During 2018/19 it is proposed to allocate £3.5m of Brent capital to maintain the highway network, subject to approval of the Budget and Council Tax report.

3.1.3 Normally, in addition to £3.5m of Brent capital in 2018/19, TfL would add funding for Principal Road (A-road) improvements. However, in November 2017 TfL published details of their new five-year Business Plan and between 2018/19 and 2019/20 investment in proactive planned renewals on both the Borough Principal Road Network (BPRN) and TfL Road Network (TLRN) has been “paused”. Consequently TfL reported the Principal Road Network (PRN) and Bridge Strengthening and Assessment Maintenance programmes will not receive any funding in 2018/19 which represents a loss of £882,000 funding for the PRN. They have since requested boroughs to submit two locations for consideration of maintenance through their Borough Principal Road Network (BPRN) programme. Brent has submitted Wembley High Road and Kilburn High Road. We will find out at the end of April if these schemes have been selected.

3.1.4 This report sets out recommendations for how Brent’s £3.5m capital budget should be allocated during 2018/19 through a prioritised programme of:

- Major and minor pavement reconstruction;
- Major Road resurfacing;
- Preventative maintenance;
- Improvements to the public realm, and
- Renewal of Road Markings

3.1.5 This programme will be delivered using Brent’s Highway Asset Management Planning (HAMP) approach, which provides a systematic long term methodology for maintaining the borough’s highways. The HAMP approach, which was started in 2014/15, will deliver better value for money through adoption of a sensible and forward thinking maintenance plan. Additional preventative maintenance programming is being proposed, using injection patching on roads, and is being considered in the form of thin surfacing for existing asphalt pavements.

3.1.6 In line with public and member priorities further investment, or re-profiling of investment, in the roads and pavement network will also be considered this year to improve our performance and reduce reliance on reactive maintenance. Additional investment could see re-profiled funding front-loaded at the start of a 10 year cycle, to boost road and pavement condition. The additional investment would be paid off over the remainder of the 10 years the road and pavement condition would still be better than if we did nothing, and in the meantime the borough would enjoy the benefits of the highway in a better condition

3.1.7 Investment is aimed to address the following; achieving greater equality in condition between footways and carriageways; accommodating members’ requests for regenerating High Streets by giving them greater priority, so improving their look and feel; and replacing slabs with asphalt when doing full footway renewals.

3.2 *Last Year's Highways Maintenance Investment 2017/18*

- 3.2.1 In 2017/18 Brent's annual highways maintenance investment programme consisted of Brent capital funding, which is used to fund the roads maintenance programme for local roads; and capital funding provided by Transport for London, which is used to deliver principal (strategic) road maintenance
- 3.2.2 By 31 March 2018, approximately £5.75 m will have been spent on maintaining Brent's highway infrastructure funded through £ 4.85 m of Brent capital, and £0.9 m of principal road maintenance investment. Appendix A provides details of the works delivered, which will result in (amongst other things) 6.44 miles of roads and 7.54 miles of footways being reconstructed.
- 3.2.3 Members will recall that as part of the additional £2m highways investment approved at the May 2016 Cabinet, it was resolved that the default surfacing material for footway reconstruction is now asphalt rather than slab paving, with concrete block paving used at vehicle crossings and street corners. By using asphalt, we are able to make our limited resources stretch further, meaning more pavements can be repaired, making the borough a safer, more accessible place to live.
- 3.2.4 Members will also recall that Brent entered into an 8 year contract on 1st April 2013 to provide a range of highway services, including planned and reactive maintenance works. Our provider for highways maintenance services was procured through the London Highways Alliance Contract (LoHAC).

3.3 *Managing Highways Assets*

- 3.3.1 Highway infrastructure is the most visible, well-used and valuable physical asset owned by the Council. Brent's highways assets include:
- 505 km (315 miles) of roads;
 - 847 km (529 miles) of pavements;
 - 53 bridges and structures;
 - 24,500 road gullies;
 - 10,000 street trees; and
 - 22,848 street lights and other illuminated street furniture.

The value of this asset is estimated at around £3.8 billion

- 3.3.2 The table below sets out the condition of Brent's roads by indicating the percentage of each length of road type where maintenance should be considered.

Year	% of roads where maintenance should be considered		
	A class roads	B and C class roads	Unclassified roads
2008/2009	8%	9%	23%
2009/2010	11%	9%	23%
2010/2011	9%	7%	27%
2011/2012	9%	6%	26%
2012/2013	8%	9%	20%
2013/2014	13%	11%	21%
2014/2015	16%	16%	21%
2015/2016	6%	10%	21%

2016/2017	6%	5%	24%
2017/2018	22%	7%	21%

- 3.3.3 Unclassified roads make up 80% of all borough roads and currently 21 % of Brent's unclassified roads are in need of substantial maintenance. Classified roads were in a better condition, but the latest A-Road survey shows significant deterioration in condition; this could be due to a number of factors (e.g. increased wear and tear due to rising traffic levels, combined with a historical lack of investment). Latest condition surveys also indicate 50 % of the all pavements are in need of substantial maintenance. There are a number of factors affecting the deterioration of roads and pavements, and it is impossible to disaggregate the various effects.
- 3.3.4 As time goes on roads that are currently in good condition will deteriorate, just like any physical asset such as a house or a vehicle. To keep on top of the deterioration of our asset we must invest continually in maintenance.
- 3.3.5 Up until 2014/15 Brent adopted a "worst-first" approach to highways asset management. We identified the worst condition roads and developed one year programmes of road resurfacing and reconstruction.
- 3.3.6 To improve the way we maintain our highways, the council adopted the Highway Asset Management Plan (HAMP) in February 2014. The HAMP sets out a strategy based on the need to repair our assets on a regular basis, before they fail, so as to extend their lifespans and reduce higher long term repair costs, and provide the best value for money to local people.
- 3.3.7 The strategy initially involves introducing a programme of major resurfacing works along with preventative maintenance, which will take the form of thin surface treatment to seal roads against water ingress and improve their anti-skid properties.
- 3.3.8 During 2017/18 we have assessed the network to determine the current condition both for roads and pavements. We have then taken account of a range of factors to define relative priorities for maintenance. We have used a scoring system to identify roads and pavements suitable for various maintenance treatments that assessed the following:
- Network Condition - condition-based on outcomes of annual condition surveys and inspection programmes;
 - Network hierarchy and traffic usage, including proximity of local schools / colleges;
 - Risk - Level of risk in terms of numbers of accident claims, historic pothole repair records and/or collision history; and
 - Value for Money - The cost effectiveness of preserving roads that have not yet fully deteriorated and fixing those which have.
- 3.3.9 Preventative maintenance is appropriate where the deterioration in the surface (as measured highway condition survey data) by has not yet resulted in a problems with the underlying structure of the road. Similarly, major resurfacing is required when deterioration has progressed further and so more extensive (and more expensive) repairs are necessary
- 3.3.10 We continue to take account of councillor nominations for road maintenance and, where a number of schemes attract the same or similar scores, we prioritise councillor nominated schemes earlier in our proposed maintenance programmes. We may also deviate from priority order where, for instance, a section of road in relatively good

condition may be resurfaced if it is on a street where the rest of the road needs maintenance and it would be illogical, or impractical, not to resurface the whole street.

3.3.11 As a result of member feedback from business, we are now prioritising our High Streets to assist regeneration by improving the look and feel of the environment.

3.3.12 Part of the £2m additional funding approved at the May 2016 Cabinet was to procure a highway asset management (AM) tool. Increased level of investment to maintain the highway network is one step forward in delivering an asset management approach; and the next step is being more efficient in how and where the investment is spent. To enable this, we had to be more intelligent with our decision making. This requires confidence in our information and the ability to analyse it, including budget vs condition level modelling scenarios.

3.3.13 The AM tool uses the Council's Survey data to produce scenario-based asset management programmes both on an annual basis and for the long term (5, 10, 15 etc. year programmes) It can:

1. Calculate Asset Condition vs Budget scenario-based programmes taking into account the deterioration of the asset
2. Calculate road and footway condition at the end of a projected term.
3. Calculate the budget required to achieve a given target of road and footway condition at the end of a projected term, taking into account the deterioration of the asset

It can also produce annual road and footway maintenance programmes, including suggested treatments, for defined budgets to give optimum condition, taking into account deterioration of asset. Officers have used this function of the AM tool to draw up the following programme elements.

- Major resurfacing of B, C and unclassified roads;
- Preventative maintenance of unclassified roads
- Major footway reconstruction

3.3.14 In previous years the approach was to split the unclassified carriageway resurfacing budget in the ratio 30:70 between the preventative maintenance and major resurfacing treatments. This year budgets have not been ring-fenced in that way, as the AM tool produces maintenance programmes within the overall budget, including suggested treatments, to give optimum condition.

3.3.15 Investment is aimed also to address the following; achieving greater equality in condition between footways and carriageways; addressing localised conditions in an area patching programme to extend the life of roads; accommodating members' requests for regenerating High Streets by giving them greater priority, improving their look and feel; and replacing slabs with asphalt when doing full footway reconstructions.

3.3.16 In line with public and member priorities further investment, or re-profiling of existing investment, in the roads and pavement network will also be considered this year to improve our performance and reduce reliance on reactive maintenance. Additional investment could see re-profiled front-loaded funding at the start of a 10 year cycle, to boost road and pavement condition. The additional investment would be paid off over the remainder of the 10 years the road and pavement condition would still be better than if we did nothing, and in the meantime the borough would enjoy the benefits of the highway in a better condition

3.4 Highways Investment during 2017/18

3.4.1 Carriageway Resurfacing

- a) The 2018/19 carriageway maintenance programme is shown in Appendix B. Roads have been prioritised from the results of an independent network condition survey, with input from local engineering staff, who assess the road against the wide range of factors noted above.
- b) In summary the proposed carriageway resurfacing programme of £1.1m includes:
- £0.920m to improve the condition of the borough roads (i.e. B, C and Unclassified roads) divided between major resurfacing and preventative maintenance schemes (see Appendix B for list of streets that have been selected):
 - £0.150m to resurface short sections of road (300m or less) that have deteriorated and are in need of resurfacing, but where the whole street is generally in good repair;
- c) Normally in addition to £3.5m of Brent capital in 2018/19, TfL would add funding for Principal Road (A-road) improvements. However, in November 2017 TfL published details of their new five-year Business Plan. Between 2018/19 and 2019/20 investment in proactive planned renewals on both the Borough Principal Road Network (BPRN) and TfL Road Network (TLRN) had been revisited. An allocation of circa £3m per annum for the next two years has been retained for the BPRN to continue condition surveys and deal with high priority sites. TfL, working with the boroughs through the London Technical Advisors Group (LoTAG), will agree how this allocation will be targeted to the highest priority sections of road. For the whole of London this programme allocation is anticipated to be £11m.
- d) Brent have now been asked to submit applications for two schemes in 2018/19. When submitting applications we have been asked to consider not only road condition but the Mayor's Transport Strategy, coordination opportunities, local factors such as schools, businesses, etc., that support our proposed schemes. Taking into account these additional criteria the two schemes considered top priority are A404 Wembley High Road (Ecclestone Place to Park Lane) £326,000 and a new item A5 Kilburn High Road (Willesden Lane to Christchurch Avenue) £234,000.
- e) In Autumn 2017, a successful pilot programme of injection patch repairs was carried out on unclassified roads (side roads). A large number of potholes can be treated quickly with this process. A pothole repair can be done in about two minutes – the normal time it usually takes a conventional repair gang to do the job would be 10-15 minutes. Overall 1621 defects were repaired in 25 days in 167 roads at an average of 65 repairs a day. That's nearly 10 repairs per road. We are aware of only two complaints about the work and for a new treatment of this nature, this is a remarkably low number of complaints. Given this success, it is proposed to allocate £100k to deliver a borough wide programme of injection patching pothole repairs through our 2018/19 Highways Capital Maintenance Programme. This will require a procurement exercise to award the work.
- f) It has become apparent that there is marked deterioration of road surface condition in bus bays and in bus lanes on main roads. Wembley High Road is an example. Accordingly, additional targeted surveys were commissioned in 2017/18 to gather

condition data from bus bays and bus lanes, so we can understand the condition of these areas separately from the surrounding road surface. Once analysed, we can produce a prioritised list of costed schemes to assess the size of the problem, and then appropriate funding can be sought. In line with good asset management practice, we will be seeking to widen the palette of treatments we use by identifying a product or products more suitable to resist the particular challenges faced by road surfaces in bus bays and bus lanes.

- g) It is proposed to utilise up to £5,000 of capital funding for carriageway resurfacing to undertake asset condition surveys during 2018/19. These surveys will assist to prepare a long term asset management programme and confirm future year's capital programmes.

3.4.2 Footway Repairs

- a) The latest survey of the condition of the borough pavements indicates that overall 50% are in need of maintenance.
- b) In previous years, the funding split in the main Highways Capital Scheme Programme between roads and pavements was roughly 50:50. Given the disparity in the overall condition between roads and pavements (pavements being in worse condition) one of the objectives of the 2016/17 £2m additional Highways Investment Programme, was achieving greater equality in condition between roads and footways. Therefore the split was altered to 65:35 in favour of pavements, and this overall ratio was kept for the 2017/18 and now for the 2018/19 programme. Appendix B contains details of the footways which have been prioritised for improvement.
- c) As we did in the 2017/18 programme, it is proposed to set aside £50,000 to systematically replace slabs across vehicle crossings with concrete or asphalt, reducing the amount of cracked and broken slabs requiring repair. We aim to do whole streets at a time. At some point in the past, it appears the practice in Brent was that vehicle crossings were built with two materials. The front section (nearest the kerb) was of tarmac / concrete construction. At the back, the footway slabs carried on over the vehicle crossing. In the past when cars were smaller and lighter, this may not have been a problem. However, now we are finding that slabs are damaged on a regular basis which creates hazards for pedestrians and is a drain on revenue maintenance budgets.
- d) In line with good asset management practice, officers are looking into widening the palette of treatments we use on footways by considering the implementation in 2018/19 of the appropriate use of thin surface treatments on existing asphalt footways (i.e. similar to carriageways, this would be a "preventative maintenance programme" for footways). An in-year decision will be taken on what treatments are ultimately deployed on asphalt footways.
- e) Similarly to the issues with short sections of road that are in poor condition, short lengths of footway that are in poor condition can cost a significant amount in reactive maintenance repairs, as well as being a cause of accident claims. It is therefore proposed to invest £150k of this year's overall budget to resurface short sections of footway
- f) It is proposed to utilise up to £25,000 of capital funding for footway improvements to undertake asset condition surveys during 2018/19. These surveys will be used to confirm future year's capital programmes.

3.4.3 Reducing the risk of flooding in Brent

- a) Gully cleaning is prioritised to prevent local flooding, with both scheduled and reactive gully cleansing activities taking place. There are approximately 20641 road gullies in the borough. These are cleaned as part of a cyclic maintenance programme procured through the London Highways Alliance Contract (LoHAC). The cleaning cycle includes:
- High-priority (regularly blocking) gullies cleaned every six months;
 - 1,300 medium-priority gullies cleaned each year; and
 - 14,100 gullies cleaned every eighteen months as part of a rolling programme.
- b) The cleansing frequencies depend on the likelihood of gullies filling up with silt. Monitoring of the contractor's performance continues and the contractor has remained on programme. On-site monitoring of cleansing indicates that last year's improvement in the quality of cleansing has been maintained with monitoring scores of 100% (i.e. all gullies are being cleaned well). Hard to reach gullies (i.e. where there are parked cars over them, or on busy corners) are subject to repeat attendance until cleaned; if necessary other measures (e.g. suspending parking bays) will be considered where necessary.
- c) Gullies are also cleaned on a reactive basis in response to reports from members of the public or Councillors of blocked gullies.
- d) Small scale schemes are implemented to address localised flooding problems such as broken gullies or gully pipes, or localised gully capacity problems. Larger scale capacity problems are within the remit of Thames Water who are responsible for the main drainage system. Whilst maintenance helps, rainfall which is more intense than the capacity of the network can cope with will still result in localised flooding, which will nevertheless dissipate away down the drains given time
- e) We are anticipating similar funding from Defra for flood risk management as was received in 2016/17 which translates into a revenue budget of £127k. This will be used for alleviating flooding in the borough and for improvements/upgrades to existing highway drainage as per the following proposed works programme:

Flood Management Scheme	Proposed works	Cost Estimate
Various locations in highway	Installation of Land Drainage	£20K
Silk Stream (Barnet agreement)	Trash screen cleaning at A5 Hendon	£15K
Tramway Ditch, Stag Lane, NW 9	Inspect and clear watercourses	£2K
Northwick Park, Kenton		£10K
Various location	Installation of new gullies to prevent flooding	£30K
Reactive gully cleaning and various works undertaken through maintenance programme	Clean and repair gullies, replace missing covers, CCTV survey	£49K
LoDEG	Drainage Engineering Group Subscription	£1k
Total		£127K

3.4.4 Investing in Public Realm

- a) The Public Realm programme has in the past involved three areas of highways capital programme investment, with a usual allocation of £0.125m:
- i. Works to strengthen and protect footways and soft verges, particularly at junctions to mitigate the effects of vehicle overrun;
 - ii. Works to improve areas of “marginal” land that are part of the public highway but are not footways, verges or carriageways; and.
 - iii. Works to reinstate abandoned tree pits.

In view of the backlog of tree stumps requiring grinding out and the remaining tree pits reinstating, this year it is proposed to allocate all of the Public Realm £0.125m to grinding out tree stumps and reinstating abandoned tree pits.

3.4.5 Improving Brent’s bridges and structures

- a) The Council are responsible for 67 highway structures, including 52 bridges and 13 culverts. The majority of bridges are small structures spanning brooks. Funding for bridge maintenance is normally allocated by Transport for London on a regional priority basis.
- b) The £0.200m Brent capital will be used for the following in 2018/19:
- Princess Frederica School Wall Assessment & Interim Measures £45k
 - Twybridge Way N & S (B49 & B50) Bridge Feasibility £20k
 - Hillside Culvert over Canal Feeder (C03) Assessment £40k
 - Further load assessments depending on results of 17/18 Principal Inspection (PI) results
- c) The Council’s £76k revenue budget will be distributed across numerous structures for routine cyclic maintenance as well as the 2018/19 Principal Inspection programme. The Council’s £200k capital budget will be distributed across numerous ongoing structural investigation and improvement schemes which include:
- Ealing Road Bridge over Grand Union Canal Special Inspection & Feasibility Study

- Kenton Road/Woodcock Hill Culvert over Wealdstone Brook Special Inspection & Feasibility Study
- Forty Avenue Bridge over Wealdstone Brook Special Inspection & Feasibility Study
- Neasden Lane Bridge over River Brent Special Inspection
- Harp Island Close Bridge Special Inspection & Feasibility Study
- Mead Platt over Mitchell Brook Culvert Special Inspection & Feasibility Study
- Grange Museum Footbridge VRS upgrade

3.4.6 Renewal of Road markings

- a) In recent years up until 2015/16 there was no funding allocated for the systematic renewal of road markings. Consequently many road markings had faded beyond the point we would wish them to; those road markings which had faded more than 30% and which are deemed high priority are renewed under the LoHAC contract. However, following on from the practice started in 2015/16 officers recommend the continuation of a £50,000 annual renewal programme. This programme will continue to concentrate on the renewal of those markings most in need of attention (e.g. on main roads and at junctions) before in subsequent years establishing a borough-wide schedule of road marking restoration.
- b) Renewal of those road markings which are required for enforcement are managed by the Parking & Lighting Service.

4.0 Financial Implications

- 4.1 The table below summarises the proposed allocation of Brent capital funding for highways maintenance during 2018-19:

Schemes	% of cway & fway Capital Budget	Amount (£ 000's)
BRENT CAPITAL – 2018/19 Footways		
Major footway reconstruction		1755
Crossover conversion		50
Footway upgrades – short sections		150
Improvements to the public realm		125
Sub-total footways 2018/19	65%	2080
BRENT CAPITAL – 2018/19 Carriageways		
Major resurfacing of B, C unclassified roads; Preventative maintenance unclassified roads		920
Road resurfacing – short sections		150
Renewal of Road Markings		50
Sub-total Carriageways 2018/19	35%	1120
Sub-total 2018/19		3200
Highway Structures		200
Highways Patching		100
2017/18 Sub Total Brent Capital		3500
2017/18 TfL Funding for Principal Roads**		0
TOTAL 2017/18 HIGHWAY MAINTENANCE PROGRAMME		3500

***value could increase if TfL allocate Brent any emergency funding.*

- 4.2 The provisional allocation for 2018/19 assumes the same division of funding.
- 4.3 It is proposed to utilise up to £5k of carriageway maintenance allocation and £25k of footway allocation to undertake condition surveys during 2018/19. These surveys will assist preparation of a long term asset management programme.
- 4.4 Flood risk management expenditure is within the Environmental Service revenue budget and as such is not reflected in the capital programme of works. All required expenditure will be contained within budget.
- 4.5 The HAMP approach to provide a systematic long term methodology for maintaining the borough's highways will continue to be furthered during 2018/19. Future proposals and priorities to cover a medium term (up to 5 years) approach to budget allocations will be developed as part of this process. As such proposals for further priorities will be submitted to a later meeting of the Cabinet for consideration

5.0 Legal Implications

- 5.1 The Highways Act 1980 places a duty on the council to maintain the public highway under section 41. Breach of this duty can render the council liable to pay compensation if anyone is injured as a result of failure to maintain it. There is also a general power under section 62 to improve highways.

6.0 Diversity Implications

- 6.1 The proposals in this report have been subject to screening there are considered to be no diversity implications that require full assessment. The works proposed under the highways main programme do not have different outcomes for people in terms of race, gender, age, sexuality or belief.
- 6.2 In addition, the design criteria used in all highway work does take note of the special requirements of various disabilities. These will take the form of levels and grades associated with wheelchair users, for example road crossing points, and for partially sighted / blind persons at crossing facilities. The highway standards employed are nationally recognised by such bodies as the Department for Transport. This programme of works continues the upgrade of disabled crossing facilities at junctions which were not constructed to modern day standards. All new junctions are designed to be compliant at the time of construction.
- 6.3 Strengthened areas of footway are far less susceptible to damage and will therefore aid the movement of pedestrians that may find it difficult to walk on uneven pavements.
- 6.4 We make sure accessibility ramps are provided to aid wheelchair users and those with prams. We make sure high visibility barriers and tapping rails are provided to allow those with visual impairments to negotiate the works as they are in progress
- 6.5 We make sure of the visibility of the required signage, also where temporary work is being carried out.

6.6 We monitor of the quality of the work to ensure that the finished surface is to specification and does not form a mobility hindrance; and that signage and road markings are correctly provided as aid to movement.

7.0 Consultation with Ward Members and Stakeholders

We continue to take account of councillor nominations for road maintenance and, where a number of schemes attract the same or similar scores, we prioritise councillor nominated schemes earlier in our proposed maintenance programmes (see section 3.3.10)

8.0 Human Resources/Property Implications (if appropriate)

None – this programme will be delivered using existing staff resources.

Report sign off:

AMAR DAVE

Strategic Director of Regeneration and Environment

APPENDIX A

Highways Maintenance Programme Completed in 2017/18

Non-Principal B&C, Unclassified Borough Roads - Major and Preventative Maintenance Completed in 2017-18

Resurfacing Programme	Length (m)	Ward
Dollis Hill Avenue (A5 to 26, 46 to 86 and 117 to Parkside)	678	DOL
Furness Road (Wrottesley Road to High Street Harlesden)	315	KGN
Dacey Avenue	245	MAP
Salmon Street (from 159-199 only side area off main road)	239	FRY
Chartley Avenue	322	DNL
Mayfields Close	167	BAR
Stanley Avenue	415	ALP
Chaplin Road (Harrow Road to Width Restriction)	495	SUD
Shaftesbury Avenue (Westward Way to end near schools)	570	BAR
Chamberlayne Road (Okehampton Road to 187)	177	BPK/QPK
Beaumont Avenue (Sudbury Avenue to 46)	355	SUD
Dewsbury Road (Cullingworth Road to Hamilton Road)	245	DNL
Highfield Avenue	376	FRY
Richmond Avenue	40	WLG
Waylett Place	74	SUD
Burnley Road (Hamilton Road to 37)	218	DNL
Lansdowne Grove	155	WHP
Parkfield Road	159	WLG
Blenheim Gardens	388	PRE
Danethorpe Road	244	WEM
Drayton Road	429	HAR/KGN
Fawcett Road (Fortunegate Road to St Marys Road)	108	HAR
Albert Road	376	KIL
Princess Road	279	KIL
Donnington Road (Peter Avenue to Harlesden Road)	168	BPK/WLG
Harlesden Road (Donnington Road to Robson Avenue)	253	WLG
Manning Gardens	140	KEN
Victoria Avenue (Vivien Avenue to Harrow Road)	257	TOK
Total km	7.89	
Miles	4.93	
Total Area m2	54,594	

Short Sections Resurfaced during 2017/18

Short Sections of Carriageway Resurfacing	Length (m)	Ward
All Souls Avenue (Herbert Gardens to Doyle Gardens)	77	KGN
Kilburn Park Road (junction with Cambridge Road)	110	KIL
Brondesbury Park (High Road to 197)	85	WGN/BPK
Windermere Avenue (roundabout to Draycott Avenue)	327	PRE/KEN
Queensbury Station Parade (roundabout)	75	QBY
Atherton Heights	45	ALP
Total km	0.72	
Miles	0.45	
Total Area m2	7,522	

Principal (A Road) Resurfaced during 2017/18

Principal (A Road) Maintenance Programme	Length (m)	Ward
A5 Edgware Road (Bus Garage to Gladstone Park Gdns)	230	DOL
A4005 Bridgewater Rd j/w Whitton Avenue East	285	ALP
A4089 Ealing Road (High Road to Lyon Park Avenue)	400	WEM
A407 Walm Lane (Stanley Gardens to Melrose Avenue)	200	MAP
A404 Harrow Road (Monks Park to A406)	160	TOK
A5 Edgware Road (Dollis Hill Lane to Geron Way)	225	DOL
A404 High Road Wembley (Ealing Road to Napier Rd)	190	WEM
Total km	1.69	
Miles	1.06	
Total Area m2	15,548	

Major Footway Reconstruction completed in 2017/18

Major Footway Reconstruction	Length (m)	Ward
2016/17 Footways Carried Forward to 2017/18		
Manor House Drive	976	BPK
Medway Gardens	810	SUD
Grosvenor Gardens	270	MAP
Total km	2.06	
Miles	1.29	
Total Area m2	5,089	
Footway Reconstruction Programme 2017/18	Length (m)	Ward
High Road Willesden (Huddlestone Road to Strode Road)	912	WGN
Dawpool Road	914	DOL

Dacey Avenue	490	MAP
Harrow Road (Victoria Avenue to Monks Park north east side only)	308	TOK
Harvist Road (Salisbury Road to Kingswood Avenue)	368	QPK
Fryent Way (Footway north east side of open space)	1065	BAR/FRY
Fairway Avenue	888	QBY
Woodgrange Avenue	794	KEN
Stilecroft Gardens	472	SUD
Langham Gardens	502	NPK
Greystone Gardens	572	KEN
Rugby Road	584	QBY
Park Court	70	TOK
Beechcroft Gardens	966	PRE
Lodore Gardens	642	FRY
Barn Way (Barn Hill to Barn Rise)	286	BAR
Total km	9.83	
Miles	6.15	
Total Area m2	24,645	

Short Sections of Footway Resurfacing completed in 2017/18

Footway Short-section Improvements	Length (m)	Ward
Buck Lane (front of 43)	36	FRY
Springfield Gardens (south footway Derwent Avenue to opp no 12)	48	FRY
Craven Park (junction with Church Road)	98	HAR
Total km	0.18	
Miles	0.11	
Total Area m2	504	

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APPENDIX B

Highways Maintenance Programme 2018/19

Non-Principal B&C, Unclassified Borough Roads - Major and Preventative Maintenance Programmes 2018-19

Resurfacing Programme	Length (m)	Estimated Cost (£k)	Treatment	Ward
Ellesmere Road (Cullingworth Road to Park Avenue North)	353	71	Preventative	DNL
Cumberland Avenue	525	152	Major	STN
Torbay Road	312	52	Preventative	KIL
Clifford Gardens	427	81	Major	QPK
Cornwall Gardens	100	18	Major	WLG
Kendal Road	621	123	Preventative	DNL
Robson Avenue	351	81	Major	WLG
Claremont Road (Kilburn Lane to number 19)	110	26	Major	QPK
Pasture Close	143	21	Major	NPK
Wembley High Road (Ecclestone Place to Park Lane)	370	215	Major	WEM
The Mall		80	Joint Repairs	KEN/BAR
Total km	3.31	920		
Miles	2.07			
Total Area m2	28,776			
Reserve Schemes	Length (m)	Estimated Cost (£k)	Treatment	Ward
<i>Rucklidge Avenue</i>	449	88	<i>Preventative</i>	<i>KGN</i>
<i>Fairfields Crescent</i>	263	37	<i>Preventative</i>	<i>FRY</i>
<i>Uxendon Crescent</i>	288	46	<i>Major</i>	<i>BAR</i>
<i>Lindsey Drive (Chapman Crescent to Roundabout Included)</i>	279	47	<i>Major</i>	<i>KEN</i>
<i>Uphill Drive</i>	268	37	<i>Major</i>	<i>FRY</i>
<i>Yewfield Road</i>	239	42	<i>Major</i>	<i>DNL</i>
Total km	1.79	297		
Miles	1.12			
Total Area m2	12,860			

Major resurfacing of short sections 2018/19

Short Sections of Carriageway Resurfacing	Length (m)	Estimated Cost (£k)	Treatment	Ward
Engineers Way	85	78	Rhino Imprint	TOK
Further sites to be prioritised in-year	TBD	150		-

Renewal of Road Markings 2018-19

Renewal of Road Markings	Length (m)	Estimated Cost (£k)	Treatment	Ward
Sites to be prioritised in-year	TBD	50		-

Major Footway Reconstruction 2018/19

Major Footway Reconstruction	Length (m)	Estimated Cost (£k)	Treatment	Ward
High Road Willesden (Strode Road to Colin Road)	954	331	Paving	WGN
Harvist Road (Kingswood Avenue to Peploe Road)	912	317	Paving	QPK
Pasture Close	296	62	Asphalt	NPK
Evelyn Avenue	740	161	Asphalt	QBY
Ashcombe Park	480	112	Asphalt/Brick	DNL
Grendon Gardens	740	207	Paving	BAR
Brookfield Crescent	382	72	Asphalt	KEN
Cairnfield Avenue (Neasden Lane to Ashcombe Park)	396	109	Asphalt/Brick	DNL
Valley Drive (Fryent Way to Waltham Avenue)	830	210	Asphalt/Brick	FRY
High Street Harlesden (Jubilee clock to Tavistock Road)	155	174	Rhino Imprint	HAR
Maintenance to Vehicle Crossings		50		
Total km	5.89	1805		
Miles	3.68			
Total Area m2	16,590			
<i>Reserve Schemes</i>	<i>Length (m)</i>	<i>Estimated Cost (£k)</i>	<i>Treatment</i>	<i>Ward</i>
Beverley Drive (Queensbury Station Parade to Wimborne Drive)	416	176	Asphalt/Brick	QBY
<i>Burnside Crescent</i>	480	71	Asphalt/Brick	ALP
<i>District Road (Allendale Road to Maybank Open Space)</i>	740	187	Asphalt/Brick	SUD
<i>Campden Crescent</i>	460	92	Asphalt	NPK
<i>Sonia Gardens</i>	440	65	Asphalt/Brick	DNL
<i>Elthorne Way</i>	178	30	Asphalt/Brick	FRY
<i>Maybank Avenue (Greenbank Avenue to Rosemead Avenue)</i>	720	175	Asphalt/Brick	SUD
Total km	3.02	620		
Miles	1.89			
Total Area m2	6,108			

All schemes subject to co-ordination with internal and external agencies.

Other footway improvements 2018/19

Footway Short-section Improvements	Length (m)	Estimated Cost (£k)	Treatment	Ward
Sites to be prioritised in-year	TBD	150		-

Public Realm improvements 2018/19

Public Realm Improvements	Length (m)	Estimated Cost (£k)	Treatment	Ward
Sites to be prioritised in-year	TBD	125		-


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APPENDIX C

WARD ABBREVIATIONS

<u>WARD</u>	<u>ABBREVIATION</u>
- ALPERTON	ALP
- BARNHILL	BAR
- BRONDESBURY PARK	BPK
- DOLLIS HILL	DOL
- DUDDEN HILL	DNL
- FRYENT	FRY
- HARLESDEN	HAR
- KENSAL GREEN	KGN
- KENTON	KEN
- KILBURN	KIL
- MAPESBURY	MAP
- NORTHWICK PARK	NPK
- PRESTON	PRE
- QUEENS PARK	QPK
- QUEENSBURY	QBY
- STONEBRIDGE	STN
- SUDBURY	SUD
- TOKYNGTON	TOK
- WEMBLEY CENTRAL	WEM
- WELSH HARP	WHP
WILLESDEN GREEN	WLG

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 <p>Brent</p>	<p align="center">Cabinet 9 April 2018</p>
	<p align="center">Report from the Strategic Director of Regeneration and Environment</p>
<p>Report seeking approval to acquire a long leasehold from Network Rail. Land at Queens Park – South Kilburn Regeneration Programme</p>	

Wards Affected:	Kilburn, Queens Park
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Part Exempt – Appendix 2 is not for publication as it contains the following category of exempt information as specified in Schedule 12A of the Local Government Act 1972, namely: <i>“Information relating to the financial or business affairs of any particular person (including the authority holding that information”</i>
No. of Appendices:	4
Background Papers:	None
Contact Officers:	<p>Daniel Bailey Project Officer Tel: 020 8937 2149 E-mail: Daniel.bailey@brent.gov.uk</p> <p>Denish Patel Residential Manager Tel: 020 8937 2529 E-mail: denish.patel@brent.gov.uk</p> <p>Marie Frederick Senior Project Manager Tel: 020 8937 1621 E-mail: marie.frederick@brent.gov.uk</p> <p>Richard Barrett Head of Estate Regeneration Tel: 020 8937 1330 E-mail: richard.barrett@brent.gov.uk</p> <p>Aktar Choudhury Operational Director of Regeneration Tel: 0208 937 1764 Email: aktar.choudhury@brent.gov.uk</p>

1 Purpose of Report

- 1.1 The regeneration of South Kilburn is a fifteen year programme that is approximately half way through. It aims to transform the area into a sustainable and mixed neighbourhood and create a real sense of place and belonging. The programme will deliver around 2,400 new homes of which 1,200 will be made available for social rent for existing South Kilburn, secure council tenants. To date 1073 new homes have been delivered with 60% (639) new homes having been made available for existing secure tenants of South Kilburn. Woodhouse Urban Park was opened to the public in May 2016 and South Kilburn residents are able to utilise St Augustine's Sports Hall.
- 1.2 The Council's objective is to provide high quality new homes with values driven from market sales in order to maintain the viability of the Regeneration Programme in the long-term, and to achieve a substantial improvement in the living conditions of existing South Kilburn secure Council tenants.
- 1.3 The South Kilburn Masterplan review took place in 2016, and the community are at the heart of our decision making process. We have taken an inclusive and participatory approach to consultation and engaged with residents and stakeholders of South Kilburn with extensive local consultation from July through to December, which directly fed into the drafting of a revised South Kilburn Supplementary Planning Document 2017 (SPD). The SPD was adopted by Cabinet on the 19 June 2017 and will be an important document in determining how this area continues to transform over the next 10-15 years.
- 1.4 The South Kilburn Regeneration Programme also includes the delivery of a new larger high quality urban park and an improved public realm, a new local primary school, new health facilities, new retail facilities, an Enterprise Hub and Community Space, improved environmental standards and a South Kilburn District Energy System. The South Kilburn Programme has been recognised for exemplar design for new build homes as well as landscape projects and has won a number of prestigious awards.
- 1.5 This report concerns the land assembly necessary to bring forward the Queens Park/Cullen House development project, which is a fundamental part of the South Kilburn Regeneration Programme sitting in Phase 3a/3b. The Site comprises of Keniston Press (now demolished), Premier House, Salusbury Road public car park, Cullen House and the Falcon Public House together defined as "Queens Park/Cullen House" (see *appendix 1 – Brent Council Freehold Land at Queens Park Cullen House site*) and Network Rail Land (see *appendix 3 - Network Rail strip of land red line plan*).
- 1.6 This report seeks approval for the acquisition of the Network Rail owned strip of land which forms part of the redevelopment site. The Council already holds a leasehold interest in part of the land to be acquired (Title MX322865) with an original term of 99 years from 1954. Network Rail is the freeholder. However a longer term is considered necessary in order to remove any issues concerning the proposed development scheme and acquiring the two parcels of Network Rail land will tidy up the site ownership so as to be parallel with the railway.
- 1.7 Following negotiations with Network Rail, heads of terms for both parcels of land have been agreed between the parties as shown in confidential Appendix 2.

2 Recommendation(s)

That Members:

- 2.1 Approve the purchase of a long leasehold interest in the Network Rail land delineated in red at Appendix 3, on the terms as set out in Appendix 2 and to enter into a long lease

with Network Rail.

- 2.2 Note that the acquisition of the Network Rail land is subject to Network Rail obtaining a full Licence Condition 7, which is part of Network Rail's operating Licence. Thus completion is approximately six months from approval
- 2.3 Agree that land acquired by the Council in order to facilitate the development, shall be acquired for planning purposes pursuant to section 227 Town and Country Planning act 1990.
- 2.4 Agree that the Council may use its powers in accordance with section 203 of the Housing and Planning Act 2016 to override third party rights.

3 Detail

Background and Update

- 3.1 The Council's Scheme for the redevelopment of Queens Park/Cullen House has the benefit of full detailed planning permission granted in 2012 and has since secured further planning approvals which made adjustments to the original consent, most recently in 2017. These adjustments are considered to improve the original scheme but not materially alter the original scheme.
- 3.2 Queens Park/Cullen House is an important gateway site into South Kilburn. The redevelopment will provide 137 new high quality homes of which 39 will be for social rent for existing secure tenants of South Kilburn, along with new public space, 1270 sqm of commercial space, 959 sqm of office space and a new signalled junction at Kilburn Lane.
- 3.3 The scheme will require the closure of the existing spur road and the introduction of a new signalled junction at Kilburn Lane. The Public Notice advising of the intention to close this road has been published and consultations have taken place with Westminster City Council. A Stopping up Order was approved at General Purposes Committee in December 2017.
- 3.4 This development has been in abeyance since 2012 when HS2 safeguarded the site for a vent shaft and ATS. HS2 safeguarding is now removed enabling development to proceed. As such the Council is currently extinguishing third party interests on the land owned by the Council and has secured vacant possession of Cullen House. The Council entered into a Limited Liability Partnership with London Newcastle Capital Limited (Freeholders of the Falcon Public House) on 14 March 2018. The Falcon Public House will form part of the redevelopment site, (*see appendix 4 - All Land titles at Queens Park Cullen Site*) in order to bring forward the comprehensive redevelopment of the site within a timely manner.
- 3.5 The Council has negotiated and acquired by agreement all other leasehold interests bar this Network Rail (NR) land and all secure tenants have already been moved to alternative homes within South Kilburn. Negotiations continue with Transport for London (TfL) in regard to a land swap but if this is not successful officers believe there is an alternative acceptable solution to ensure the development can proceed.

4 Financial Implications

- 4.1 The financial model for the South Kilburn regeneration programme is to be self-financing within the funding envelope generated from on-going disposals. The capital receipts generated are reinvested back into the South Kilburn regeneration programme, to

enable the rolling regeneration programme that delivers new homes.

4.2 The South Kilburn model has traditionally worked through a process of procuring delivery partners, who develop an existing site and generate high value properties. In return for this site, they build affordable and social housing, while also delivering capital receipts to support the capital programme. This development will follow a different model in that the Council has entered into a Limited Liability Partnership with the adjoining owner London Newcastle Capital Limited in order to bring forward the redevelopment of this site.

4.3 The acquisition cost of the 260 years lease including the associated professional fees will be funded from the approved Queens Park & Cullen House scheme budget within the South Kilburn Capital Programme.

5 Legal Implications

5.1 Section 120 of the Local Government Act 1972 enables the Council to acquire any land by agreement for the purposes of:

- a) any of their functions under or any enactment; or
- b) the benefit, improvement or development of the area.

5.2 The Council can also acquire land by agreement for planning purposes under section 227 of the Town and Country Planning Act.

Section 226(1) of the Town & Country Planning Act 1990 defines the purposes for which land may be acquired as follows:

a) if the authority thinks that the acquisition will facilitate the carrying out of development, redevelopment or improvement on or in relation to the land; or

b) if the land is required for a purpose which it is necessary to achieve in the interests of proper planning of an area in which the land is situated.

A local authority must not exercise the power under (a) unless they think that the proposed development, redevelopment or improvement is likely to contribute to achieving the promotion or improvement of the economic, social or environmental well-being of the whole, or any part, of their area.

5.3 The Public Interest to be achieved in section (b) should be proportionate to any private rights that might be infringed.

5.4 The title to the land is unregistered and Network Rail have not yet deduced their title to the land. The Council will take the land subject to any other interest in the land. Depending on Network Rail's title documents, it is likely that the Council will only be able to obtain a good leasehold title rather than absolute leasehold title which is the best form of title.

5.5 Where land has been acquired for planning purposes and has been granted planning permission then a local authority can override easements and other rights in the acquired land under section 203 of the Housing and Planning Act 2016 subject to payment of compensation under section 204 of the Housing and Planning Act 2016.

5.6 Where third party rights are overridden the Council is required to consult those affected by the loss of their right. Compensation may also need to be paid to those parties affected.

6 Equality Implications

- 6.1 The new affordable homes in South Kilburn are available to all secure tenants currently living in properties due for demolition as part of the South Kilburn regeneration programme within the neighbourhood. Secure tenants within the South Kilburn Regeneration Programme will be offered the opportunity to move into the new affordable (social rent) units when the schemes are delivered.
- 6.2 Every effort should be made to provide the secure tenants with suitable alternative accommodation and to reach mutually acceptable agreements with the leaseholders to buy their properties without seeking legal action. When identifying the options and alternatives put forward, the Council should proactively engage with affected residents and leaseholders. The housing team will carry needs assessments for every secure tenant in order to and make an assessment of their needs and to make a suitable offer of housing in line with the policy.
- 6.3 As with all schemes that are part of the South Kilburn regeneration programme, full consideration is and will continue to be given to residents and leaseholders with protected characteristics, particularly people with disabilities and / or other types of vulnerabilities due to older age, childcare and/or caring responsibilities, socio-economic status (single parents and large families).

Race / Ethnicity

Due to the ethnicity profile of the area, full consideration is and will continue to be given to the impact on black, Asian and minority ethnic individuals/groups. The Council will/has ensured that the options put forward to residents and leaseholders provide reasonable and affordable alternatives that enable them to remain in the area and maintain their family and community ties, as per Article 1 of the First Protocol and Article 8 of the European Convention on Human Rights.

Age/Carers/Disability/Pregnancy and maternity

The requirements for anyone who is older or with a disability, or those who are pregnant or on maternity to have to move from their current property (residential or commercial property) is likely to be more difficult and could suffer greater psychological effects, including stress. This in turn has an impact on people with childcare and caring responsibilities.

- 6.4 To mitigate this, for the secure tenants who are moving, the re-housing team provides help to secure tenants through the moving process, additional support and services to those who require it.
- 6.5 Leaseholders may be affected if they are seeking to acquire a similar sized property in the surrounding area as the value for a Local Authority property tends to be less than a non-Local Authority property. To counteract these implications, the Council offers to resident leaseholders a number of options such as the option of shared-equity or a property swap on the South Kilburn Estate (where available). The purpose of making the offers on the Estate is to allow residential leaseholders to remain on the Estate within the same locality and to help provide for a real sense of social cohesion. For those who move off the estate, they may have to increase/get a new mortgage agreement which could be difficult for older residents or those with caring childcare responsibilities.
- 6.6 The anticipated Social Value benefits from this proposal outlined in section 9 will further enhance the equality outcomes for residents with protected characteristics living in the area.

7 Consultation with Ward Members and Stakeholders

7.1 This paper has been circulated to ward members.

8 Human Resources/Property Implications (if appropriate)

8.1 There are no specific implications for Council staff or accommodation associated with the proposals contained within this report.

9 Public Services (Social Value) Act 2012

9.1 There are no specific implications in relation to the Public Services (Social Value) Act 2012 arising from the Recommendations in this Report.”

Report sign off:

AMAR DAVE

Strategic Director of Regeneration and Environment

**Site 18 - London Borough of Brent Ownership Shaded Pink,
Leasehold Hatched Pink.**



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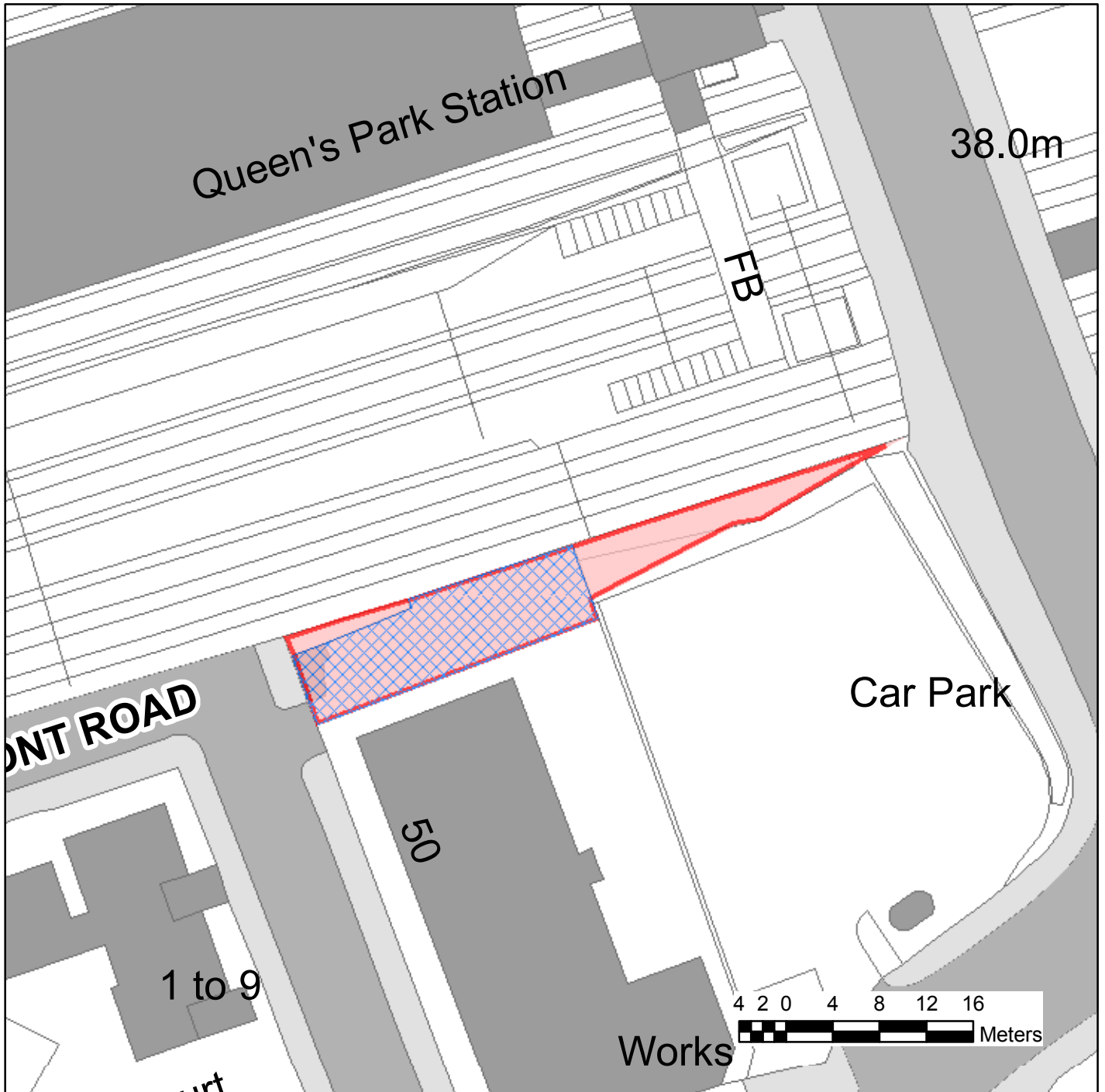
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of the Local Government Act 1972.

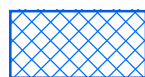
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Proposed Groundlease Extent, Site 18, Salusbury Road, London, NW6



PROPOSED DEMISE



CURRENT DEMISE



Brent

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Plan to stated scale if printed at A4.

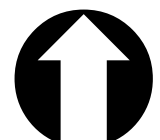
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NORTH



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Site 18

Ownerships and Site Areas



Site Boundary shown outlined red,
ownerships shown shaded.

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Plan to stated scale if printed at A4.

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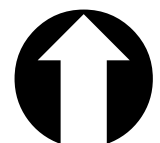
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NORTH



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	<p style="text-align: center;">Cabinet 9 April 2018</p>
	<p style="text-align: center;">Report from the Strategic Director of Community Wellbeing</p>
<p>Authority to award Care and Support Contracts for six Extra Care Schemes</p>	

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Part Exempt - Appendices 1, 2 and 5 are not for publication as they contain the following category of exempt information as specified in Paragraph 3, Schedule 12A of the Local Government Act 1972, namely: <i>“Information relating to the financial or business affairs of any particular person (including the authority holding that information)”</i>
No. of Appendices:	5
Background Papers:	None
Contact Officer	Edwin Mensah Market Oversight Manager Community Wellbeing Email: Edwin.mensah@brent.gov.uk Tel: 020 8937 4132

1. Purpose of the Report

1.1. This report updates Cabinet on the procurement of 6 Extra Care Schemes at:

- Beechwood Court – Wembley
- Rosemary House – Willesden
- Harrod Court - Kingsbury
- Tulsi House – Sudbury
- Willow House – Wembley
- Newcroft House – Wembley

1.2. In accordance with Contract Standing Orders 88, this report seeks Cabinet authority to award a care and support contract for 3 of the Extra Care Schemes and notifies Cabinet of the proposal to re-procure the care and

support contract for the other 3 of Extra Care Schemes. Additionally, delegated authority to award the re-procured contract is sought.

- 1.3. This report summarises the rationale for this request and the impact on the wider community as well as the financial implication on the London Borough of Brent. The report also outlines the tendering process which was conducted through the Accommodation plus Dynamic Purchasing System (DPS).

2. Recommendation(s)

That Cabinet:

- 2.1. Agrees to award a contract to deliver care and support at Willow House, Newcroft House and Rosemary House (WNR) to London Care PLC for the period of 5 years with an option to extend by up to two further years, such contract to commence in May 2018.
- 2.2. Notes the intention to cease the current procurement in relation to the contract to deliver care and support at Beechwood Court, Harrod Court and Tulsi House (BHT) and to re-procure this contract for the reasons detailed in Appendix 5.
- 2.3. Delegates authority to the Strategic Director of Community Wellbeing in consultation with the Lead Member for Community Wellbeing to award a contract to deliver care and support at Beechwood Court, Harrod Court and Tulsi House for a period of five years with an option to extend by up to a further two years for the reasons detailed in paragraph 3.21.

3. Background and Service Requirements

- 3.1. The decision to tender Extra Care schemes was agreed by Cabinet in July 2017 as there were a number of interim arrangements with providers delivering care and support in the Extra Care schemes. Officers wanted to enter into longer term cost effective contracts with providers who could deliver a service that can meet the needs of the service users detailed in the table below:

Name of Scheme	No. and size of flats	No of tenants anticipated to be in receipt of care	Primary care group
Beechwood Court - Wembley	20 one bedroom flats for people with dementia	20	Dementia
Harrod Court - Kingsbury	38 one bedroom flats and 2 two bedroom flats	40	General aged 55+
Rosemary House - Willesden	40 one bedroom flats	40	General aged 55+
Tulsi House - Sudbury	32 one bedroom and 4 two bedroom flats	36	General aged 55+
Willow House - Wembley	38 one bedroom flats and 2 two bedroom flats.	40	General aged 55+
Newcroft House – Wembley	40 one bedroom flats.	40	General aged 55+

- 3.2. The decision was made to tender all six extra care schemes into two geographical clusters, to increase the value of the contracts and attract quality Extra Care providers whilst offering the Council better value for money and economies of scale.
- 3.3. These schemes have been running successfully for a number of years delivering quality support for the residents. The contracts have been extended previously and are now expiring which gave the council the opportunity to modernize service delivery and improve the schemes. These changes will see tenants have greater flexibility in the support offered and better economies of scale for the Council.
- 3.4. Officers considered the award of these contracts would further enhance the Council's ability to offer a realistic independent alternative to residential care for Brent residents who have high care and support needs. This in turn responds to the general feedback raised by residents during consultations that they would prefer to remain in a home of their own for as long as possible rather than go into residential or nursing care.

- 3.5. Care and Support has been delivered within all the six schemes for a number of years via external care and support providers. The services have been delivered through spot purchasing arrangements and more recently contractual arrangements. The schemes will continue to support individuals to live independently in a home of their own, providing tenant's greater independence, choice and control.
- 3.6. The ethos of Extra Care Schemes in Brent is to support people to live in a home of their own by offering flexible care and support to meet their eligible needs as defined by the Adult Social Care assessment of their needs under the Care Act 2014. Allowing people to live in an appropriately designed environment to aid their independence, along with a range of social activities to support an improved quality of life, offers a real alternative to institutional care in a residential or nursing care home.
- 3.7. The schemes will support the key vision set out in the Brent Market Position Statement, which is to increase provision of tenanted models of care and support by providing an alternative to residential care, thus moving away from the 'traditional' residential care model and enabling residents to build on their skills and abilities to live a more independent life.
- 3.8. The commissioned service model is a 'residential replacement model' of care and support that ensures individuals' needs can be met in a more flexible way and that the provider can meet unplanned needs (such as toileting needs, respond to falls or other more immediate needs) as well as planned care needs (such as planned personal care, assistance with meals and domestic activities).
- 3.9. The service model for all six schemes will consist of the Core and Assessed hours' model which offers greater flexibility in service delivery and offers value for money. The core hours ensure that there is a safe number of staff on site to operate the scheme during the day and night and can meet unplanned care needs. These hours are shared across all residents within the scheme and are available regardless of assessed hours. Assessed hours will be used to meet individual's specific needs such as detailed in their care and support plans.
- 3.10. The core and assessed hours will be delivered through a 24-hour roster taking into account of the needs of the tenant group and how the care is delivered. With the 24 hour core roster, a minimum number of staff will be on duty at all times to support both planned, routine and emergency care needs. This will be agreed based on the overall needs of all the tenants in a

scheme rather than a prescriptive formula. Assistive Technology (e.g. telecare) will be used to further streamline the service delivery, ensuring a safe environment is maintained and risks are managed appropriately.

- 3.11. The schemes will deliver support which builds on tenant's strengths and abilities whilst delivering support that is tailored to individuals' varying needs. The schemes will ensure that there is enough staff time available to respond to any signs of residents deteriorating or fluctuation in their needs.
- 3.12. The new model will also utilise the communal kitchens within the schemes where tenants will be given the opportunity to be involved in meals as a group activity, i.e. planning, preparation, cooking and consuming within the communal dining areas.
- 3.13. The social activities element of the tender was aimed at creating activities that are dedicated to tenant's interests and community engagement, ensuring the schemes have a sense of community and a structure for social engagement
- 3.14. The services at the schemes will be available 24 hours a day, 365 days of the year and will principally be delivered at the schemes but may be delivered in the community as dictated by the tenants needs.
- 3.15. The group of individuals for which the schemes have been designed would struggle to live in general needs accommodation without considerable back ground support. Officers believe that these schemes will meet the gap between general needs and supported accommodation due to the independence the accommodation provides. The schemes will allow staff to work with tenants on an individual basis, responding to their assessed needs and offering support and practical solutions.
- 3.16. The Council have 100% nomination rights for both of the schemes. The Community Wellbeing Directorate's approach is that Extra Care accommodation and care is the default option for all new service users who would otherwise require a residential placement, thereby ensuring that all Extra Care units are occupied by prospective new tenants who have eligible care and support needs (as per the Care Act 2014), resulting in reduction of placements in residential or nursing care.

The tender process

- 3.17. Tenders were requested from the providers on Lot 4.1 of the Accommodation plus Dynamic Purchasing System ("DPS") on the 27th

November 2017 for the provision of Care and Support in Beechwood Court, Harrod Court and Tulsi House (BHT Scheme) and Willow House, Newcroft House and Rosemary House (WNR Scheme). Three tender submissions were received on time for each of the schemes from the bidders detailed in Appendix 1.

- 3.18. Following a consideration of bids and for the reasons detailed in Appendix 5, Officers intend ceasing the current procurement in relation to the contract to deliver care and support at Beechwood Court, Harrod Court and Tulsi House and to re-procure this contract.
- 3.19. The submissions in respect of the WNR Scheme were evaluated by Council officers from the Adult Social Care Commissioning, Contracting and Marketing Management Team. The bids were robustly evaluated on the basis of a weighting of 60% for cost and 40% for quality via the DPS online function.
- 3.20. The evaluation of the quality element of the bid enabled Officers to satisfy themselves as to the ability of the bidder to provide the proposed service. A copy of the bidder's detailed scoring is attached as Appendix 2 with their total score detailed as Appendix 3 and it should be noted that London Care PLC was the winning bid for WHR in what was a competitive and robust tendering process. As the highest scoring and therefore most economically advantageous bid, London Care PLC is recommended for award of the WNR Scheme contract.
- 3.21. Due to the need to recommence the procurement of the BHT scheme contract and the expiry of the existing contract arrangements in May, there is limited time available to procure and thereafter seek further Cabinet authority to award and as a result delegated authority to award this contract is sought at this stage.

4. Financial Implications

- 4.1. The annual value of the contracts is £1.7m. The recommendation is for the contract to be awarded for 5 years with the option of a further 2 year extension (+1+1), resulting in a total pre inflation contract cost of £11.9m over the 7 years.
- 4.2. The fixed core element of the contracts is valued at £500k pa across the WNR schemes and the variable activity element is estimated at £1.4m pa with an estimated 90,909, hours of care/support provided pa. This equates

to an average hourly rate of £15.40.

- 4.3. This hourly rate provides for care staff to be paid the London Living Wage (LLW) throughout the length of the contract.
- 4.4. The additional annual cost of paying LLW rather than National Living Wage for this contract equates to £83k pa.
- 4.5. The council, in setting the annual council budget will need to consider that future inflation in the LLW rate is likely to be higher than other measures of inflation.
- 4.6. WNR Scheme contract represent a more cost effective way of meeting people's eligible care and support needs compared to meeting these needs in a residential or nursing care setting. Accommodation costs are met through Housing Benefit and Adult Social Care is only responsible for meeting the cost of the care and support.

5. Legal Implications

- 5.1. The estimated annual value of the WNR Scheme contract is detailed in paragraph 4.1. The estimated value for the contract is in excess of the EU threshold for Schedule 3 Services under the Public Procurement Regulations 2015 (the "PCR 2015"). Consequently, the award of the WNR Scheme contract is governed by the PCR 2015. The award of the contract is also subject to the Council's own Standing Orders in respect of High Value Contracts and Financial Regulations and as such Cabinet approval is required to award the contract.
- 5.2. Whilst there is no strict legal requirement for the Council to observe a minimum 10 calendar day standstill period between the tenderers being notified of the contract award decision and the actual award of the contract, such period is recommended in order to protect against possible post-contractual ineffectiveness claims. Therefore once the Cabinet has determined whether to award contract, the tenderers will be issued with written notification of the contract award decision and a minimum 10 calendar day standstill period will then be observed before the WNR Scheme contract is awarded.
- 5.3. As indicated at Recommendation 2.2, the intention is to abandon the procurement in respect of the BHT Scheme contract and to re-procure it for

the reasons detailed in Appendix 5. As part of its tender documentation, the Council has reserved its right not to award a contract.

- 5.4. The estimated value of the BHT Scheme contract is such that it is subject to the Council's own Standing Orders in respect of High Value Contracts and Financial Regulations. As such Cabinet approval is required to award the BHT Scheme contract. Due to the reasons set out in paragraph 3.21, delegated authority is sought for the Strategic Director of Community Wellbeing in consultation with the Lead Member for Community Wellbeing to award the BHT Scheme contract following its re-procurement.

6. Equality Implications

- 6.1. The proposed WNR Scheme contract will require the provider to deliver services which:
- Address the needs of older people who have a range of support needs that stand in the way of residents integrating with their community and building the resilience to remain well for longer.
 - Ensure staff have appropriate training in areas that will raise their awareness of issues faced by vulnerable people from different ethnic backgrounds
 - Ensure that the staff group have appropriate support to raise and address the complex issues that face adults recovering from mental ill health.
- 6.2. The provider will be monitored to ensure it is complying with these requirements through checking of its records, regular review of services provided to individual service users where feedback will be sought from service users, quarterly monitoring meetings and provision of quarterly performance information to the Council.
- 6.3. In view of the fact that this procurement represents a change to the model of service delivery for some service users, it is necessary for the Cabinet, as decision-making body, to consider the equalities implications, which are contained within the Equalities Impact Assessment in Appendix 4. In accordance with the Equality Act 2010, officers believe that there are no adverse diversity implications and in fact the impact should be positive as this is less restrictive than alternatives and will allow tenants to build on their independence.

7. Consultation with Ward Members and Stakeholders

- 7.1 There were a number of tenant consultation events held across the Extra Care schemes designed to inform the residents about the Council's commissioning intentions. Officers delivered a number of activities that would garner thoughts and opinions of tenants in regards to the commissioning process. Officer also worked with tenants to understand their experiences in the schemes and what they felt would support service improvement. The outcomes of the consultation were used to inform the commissioning process.

8. Public Services (Social Value) Act 2012

- 8.1. Since 31 January 2013, the council, in common with all public authorities subject to the PCR 2015, has been under duty to consider the economic, social and environmental well-being of its area when undertaking public procurements of services contracts. This is set out in the Public Services (Social Value) Act 2012. This duty applies to the proposed award of the contract. The duty requires authorities to consider how what is procured might improve economic, social and environmental well-being of their area, and how it might act in procuring the service to secure that improvement. Whilst there are few ways of securing social value in the way in which the procurement is conducted, the services are required for the purpose of meeting the needs a vulnerable group of service users and will help to improve economic, social and environmental well-being of those service users and others in Brent. It should also be mentioned that it is proposed that the contracts are awarded on the basis that the London Living Wage is paid to staff.

9. Human Resources/Property Implications

- 9.1. The Transfer of Employment (Protection of Employment) Regulations 2006 ("TUPE") applies to the award of the contract for the WNR Scheme. As a result, subject to the right of the employee to object to transferring, the employee's contract of employment will transfer to the new provider of the contract.
- 9.2. It is understood that none of the current staff employed in the extra care schemes have access to the Local Government Pension Scheme ("LGPS"). Although pension rights do not transfer under TUPE, the Council is under a legal obligation to secure pension rights for its staff or former staff who previously transferred to a contractor pursuant to TUPE, and the successful tenderers awarded the contracts were required to confirm they

will either provide such staff (if any) with continued access to the LGPS, provide pension arrangements that are broadly comparable to the LGPS or in exceptional circumstances pay appropriate compensation to disadvantaged staff.

- 9.3. The WNR Scheme contract is currently delivered by external contractors and it is proposed that this continues. Therefore, there are no implications for Council staff arising from the award of this contract.

Report sign off:

PHIL PORTER

Strategic Director of Community Wellbeing

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

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APPENDIX 3

Total Scores and Reanking – Combined Quality and Price Scores and resultant Ranking

Service	Bidder Ref	TOTAL SCORE	RANK
	A1	67.38%	3
	A2	88.83%	1
	A3	73.47%	2

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APPENDIX 4:

Brent Council Equality Analysis Form

Equality Analysis- New Accommodation for Independent Living (NAIL) Extra Care

Stage 1 Screening Data

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

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

The purpose of the project is to design and develop alternative 'accommodation plus' options, which incorporate:

- 'extra care' living (generally for older clients) and
- supported living' for younger people who require support from Adult Social Services due to a physical disability, learning difficulty or mental health condition.

Providing services in this way enables clients to live independently in the community, promoting well-being and alleviating social isolation. It also enables primary health, care and support services to come to the individual, rather than the individual being required to change their accommodation in order to receive services that can and should be available in the community.

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

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

Physical Disability 18-64	23	44	22
Grand Total	696	971	200

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

National evidence suggests that this approach has the capacity to bring significant improvements to people’s quality of life by moving away from a limited selection of traditional accommodation settings to a diverse range of accommodation settings which better support individual needs.

There is broad recognition that for some people residential/nursing care homes will continue to offer the best solution, and individual assessments will ensure that moves into “accommodation plus” units are only offered where appropriate. Conversely, there are significant numbers of people within restrictive residential care homes that could be better supported in more independent accommodation and who have the potential to achieve greater personal independence.

At present, there are over 1000 clients currently in residential or nursing care homes. Clients who are identified as potentially being suitable for accommodation plus will be identified through individual assessment of their health and social care needs. As a result, the likelihood is that the vast majority of accommodation plus units will be filled from those living in residential care homes. Those currently living in nursing care homes are more likely to have needs which are best managed within a nursing setting, and are least likely to be able to benefit from independent accommodation, although they will be considered on an individual basis. As such, this EA only considers equalities data relating to the 700 individuals living in residential care homes.

Provider/Staff

Although supporting individuals in extra care is not necessarily seen as a specialism our residential replacement model indicates we are asking generic support providers to support more complex individuals. This model means we will need to support providers to upskill to meet the needs of our tenants and this will particularly relate to recruitment, selection and the training needs of staff.

The local authority may also need to ensure that our health partners offer continuing support to providers whilst individuals are placed in extra care to maintain placements.

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

Service Users

A large number of service users who are now in residential care or who would have traditionally be offered this service model when their needs become too complex to be managed in the community will now be offered Extra Care. This offers them greater choice and control in a less restrictive environment.

Carers and Families

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

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

The core purpose of Adult Social Care is to prevent deterioration of physical and mental health, to promote independence and social inclusion, and to improve opportunities and life chances by provision of person-centred and needs-based support. The ability to live independently whilst receiving this tailored support has been shown to enable people to achieve better outcomes, and is what service users have told us that they want. The NAIL project will enable the Council to support the development of the types of accommodation that is needed, and to get involved earlier in the process so that we have adequate time to address any concerns our service users may have, and to build the skills they need to prepare for independent living.

The detailed needs assessments that are central to Adult Social Care will be used to match service users to the appropriate accommodation. These assessments are based upon need, and not on whether someone exhibits any of the protected characteristics, and as such are fair and transparent.

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

- Older group of people with learning disabilities – improving accommodation and support options for an older group of people in a mainstream community.
- Older people with physical issues- instability of accommodation precluded from engagement with long term treatment and the support to make lasting life style changes
- Older people with MH needs being placed in services that would cater to their personal care and mental health needs

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

- Issuing clients with Assured Shorthold Tenancies rather than Licence Agreements and designing the accommodation that would be suitable to individuals in the long term, rather than for a fixed period.

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

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

No changes to the level of the service are proposed, other than the opportunities identified during phase one to improve both the quality of service delivery and the commitment by Brent to support local residents to stay at home for as long as possible, or as close to home for as long as possible with excellent quality and personalised care and support.

It must be noted that Adult Social Care play an important role in ensuring that older people; people with learning disabilities, physical disabilities or mental ill health access the right support within the community. Also in doing so, Adult Social Care support social inclusion for these groups within the wider community in Brent.

In addition, it is the intention of the NAIL project to provide suitable, flexible communal space within schemes whenever possible that can be used for a variety of purposes, enabling different groups to participate in activities with one another.

We anticipate a positive impact in relation to most service users across all protected groups, as the opportunity to live independently with the right support and care is a preferable long term outcome than living in institutionalised and restrictive care settings.

The levels and type of service provision will remain as at present, but will be improved by giving service users more choice and independence to decide how and where they live. It is recognised that for many service users across all different groups, relocation may cause emotional distress and orientation issues in their new surroundings. To mitigate this, it will be necessary to offer a ‘resettlement package’ to ensure that appropriate support and assistance are in place, both during and after the move.

As the project will move a significant number of service users throughout the borough, there is potential for a negative impact on faith / belief. While we hope that the varied distribution of potential sites mitigates this risk, the benefits of the project, and the

financial pressure on Adult Social Care budgets mean that we must pursue the most suitable and viable sites and may not be able to take into account the relative location of places of worship. Should we identify a negative impact as the project progresses, we could consult with the Brent Multi-Faith forum to ascertain whether we can engage faith groups to provide added community support.

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

Overall, the detailed analysis has found that the proposals will be beneficial for all service users. The analysis has only identified a minor negative impact in relation to religion or belief as some schemes may not be as close to places of worship as people may like.

There are numerous places of worship within a 1-3 mile distances of the scheme:

- St Michael's and all the Angels Church (Church of England), 1.2 mile
- Our Lady Of Willesden Church (Roman Catholic), 1 mile
- Ealing Synagogue, 2.8 miles
- BAPS Shri Swaminarayan Mandir (Hindu Temple), 1.5 miles
- Monks Park Masjid (Mosque), 1.6 miles.

While we hope that the varied distribution of places of worship, the benefits of the project, and the financial pressure on Adult Social Care budgets mean that we must pursue the most suitable and viable sites and may not be able to take into account the relative location of places of worship.

This aside, Extra Care has the potential to have a significant positive impact on all service users, regardless of what protected characteristics they exhibit, by enabling them to have choice and control over their lives, and ensuring that tailored support is provided to them to improve their equality of opportunity and the overall quality of their lives.

Location & local transport

Although the immediate surrounding area is principally an industrial and warehousing zone the scheme is situated in a new residential community being developed about the Central Middlesex Hospital, centred on a neighbourhood centre. With such close proximity to the hospital the scheme will be unusually well served by GP and older people's health services. The proximity of the hospital also means that the scheme is particularly well served by bus services.

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

Yes

Brent has produced its first Market Position Statement (MPS) which aims to signal our intention to share better, more transparent information with the market; for the benefit of both current and potential providers of Accommodation Based Care and

Support Services (ABCSS). It will support better relationships between Commissioners and service providers, acting as a foundation for better engagement and partnership working resulting in a full range of services that fully meet the needs of people as close to home as possible and to promote real choice for local people.

Packages of social care are based upon an individual's social care needs, irrespective of what protected groups they may or may not be part of. In doing this, services users are provided tailored support to enable them to live more independently and thus improve their equality of opportunity.

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

Yes, it relates to the following objectives:

Equality Objective 1: To know and understand all our communities

Equality Objective 2: To involve our communities effectively

Equality Objective 4: To ensure that local public services are responsive to different needs and treat users with dignity and respect

Recommend this EA for Full Analysis?

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

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

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

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

- Improving access to health care
- Securing a permanent address to allow engagement with healthy communities
- Advocacy
- Community safety and offending as well as protecting victims of crime
- Preventing Homelessness
- Community Cohesion
- Access to ETE
- Wellbeing- nutrition, sleep, exercise
- Promoting independence with people with Physical disability

- Concurrent support for people with Comorbidity issues (9MH and PD as well as MH and substance misuse)
- Reducing Housing inequality (security of tenure, financial stability, reducing transiency)

The following four principles guide our thinking around how we develop models of ABCSS going forward:

Principle 1: Wherever possible we meet people's needs at home or as close to home as possible and we will build local capacity in the marketplace to achieve this

Principle 2: We recognise that the needs of individuals may change over time, and we work with individuals receiving care and support to review the services they receive in line with these changes; which may mean a change in service provision to better meet their needs, rather than the customer moving accommodation as happens now.

Principle 3: We work proactively with the market to ensure that services are always of an excellent quality and value for money is always achieved.

Principle 4: For local people, who genuinely need residential or nursing care, we actively review and monitor the quality of these services, to ensure they are safe, personalised, and deliver excellent quality and good outcomes for individuals.

The Brent Health and Wellbeing Strategy 2014-2017 stipulates that people will need to take on much greater personal responsibility for their own wellbeing, making the right choices when these are open to them. At the same time, recognising those people who are vulnerable or at risk, so that we can focus on keeping people safe, offering prevention and early help for them.

(b) Advance equality of opportunity;

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

(c) Foster good relations

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

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

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

We have in the past 12 months engaged with a number of tenants across the extra care schemes to establish what they think works well in extra care and what they feel requires more thought and improvement.

We have also completed contract management and analysed the reoccurring themes.

Things that worked well:

- Having one care provider and based in the scheme.
- Communal areas for activities and socialising.
- Having your own flat and care provided when required.
- Security and safety and knowing there is an emergency alarm and response when feeling unwell.
- More choice and control.
- Provider will manage aspects of care and support for service uses such as ordering medication etc.

Things that were not working as well:

- Not as many activities and opportunities as people would like.
- Care provider not always delivering a high quality service.
- Communication and consultation from care providers not always proactive.
- Staff turnover.
- Mixed community group was highlighting issues for both provider and service user.
- MCA/DOL's and the application.

This feedback was used to develop the service specification for the extra care schemes and influence contract management of these schemes in the future.

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

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

Stage 2: Analysis

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

Protected Group	Positive Impact	Adverse impact	Neutral
Age	X		

Disability	X		
Gender Re-assignment			Unknown
Marriage and Civil Partnership			Unknown
Pregnancy and Maternity			X
Race			X
Religion and Belief		Possible adverse impact	
Sex			X
Sexual Orientation			Unknown

Age and Disability

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

Gender identity, Sexual Orientation, and Marriage and Civil Partnership

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

Pregnancy and Maternity

Due to the nature of the service and the service user profile, we do not anticipate any impact on this protected characteristic

Sex:

Policy is likely to be neutral.

Race,

Policy is likely to be neutral

Religion or Belief:

The policy may have a minor negative impact in relation to religion or belief as sites cannot be guaranteed to be close to places of worship. While we hope that the varied distribution of potential sites mitigates this risk, the benefits of the project, and the financial pressure on Adult Social Care budgets mean that we may not be able to take into account the relative location of places of worship.

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

- Yes
- No

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

See section 5.

What did you find out from consultation or data analysis?


As a local authority we are still placing a significant number of people in residential care due to not having enough alternatives available to meet demand. This appears to be the emergency cases when something is needed urgently and no extra care places are available and there is not enough time to assess and do a tenancy sign up especially where there maybe capacity and best interest decisions to be made.

Service users with Dementia are ending up in residential or nursing services due to lack of services. This tells us that we also need to consider how we meet this demand in new and existing extra care schemes.

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

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	<p align="center">Cabinet 9 April 2018</p>
	<p align="center">Report from the Director of Policy Performance and Partnerships</p>
<p align="center">Overview and Scrutiny Home Care Task Group Report</p>	

Wards Affected:	All
Key or Non-Key Decision:	Non-key
Open or Part/Fully Exempt:	Open
No. of Appendices:	1
Background Papers:	None
Contact Officer:	<p>James Diamond Policy and Scrutiny Officer, Chief Executive's Department, Tel: 020 8937 1068 james.diamond@brent.gov.uk</p>

1.0 Purpose of the Report

- 1.1 This is an update about the recommendations arising from the home care task group which were agreed by the Community Wellbeing Scrutiny Committee.

2.0 Recommendation

- 2.1 To note the contents of the report and the three recommendations which have been made to the Cabinet.

3.0 Detail

- 3.1 On 19 September 2017 members of the Community and Wellbeing Scrutiny Committee agreed to set up an overview and scrutiny task group to review policy around the commissioning of home care in Brent.

- 3.2 The task group had a focus on four areas: resources, health and wellbeing outcomes, partnerships and relationships, and the quality of home care.

Members of the task group engaged with a number of stakeholders as part of their review.

- 3.3 The scope of the enquiry by the scrutiny task group was limited to its terms of reference as set out in the scoping paper and report. In essence, the purpose of the scrutiny task group was to develop recommendations for the Cabinet based on what the task group thinks are the important priorities for a future home care commissioning model, how the challenges can be addressed, and how the local authority's existing policies might need to be updated.
- 3.4 The chair of task group was Cllr Ketan Sheth, and the other members will be Cllr Pat Harrison and Cllr Jean Hossain.
- 3.5 The report was presented to the Community Wellbeing Scrutiny Committee on 28 February and the recommendations were agreed as below. In addition, a member of the committee raised the issue of the Unison Ethical Care Charter. As discussed at committee, paying the London Living Wage is one of the objectives set out in the charter.
- 3.6 The recommendations for Cabinet in the report are:
1. The London Living Wage is introduced incrementally as part of new commissioning model so that home care workers working for providers commissioned by Brent Council are paid the London Living Wage rate by 2021.
 2. A minimum standard of training is incorporated in the new commissioning model which gives staff in Brent sufficient development opportunities to encourage home care as a career within the social care sector.
 3. A home care partnership forum should be set up as part of a new commissioning model to discuss issues of strategic importance to stakeholders involved in domiciliary care services in Brent.

4.0 Financial Implications

- 4.1 It is estimated that the recommendation to incrementally introduce London Living Wage would cost the council an additional £5.3m by 2021 based on the projected number of hours commissioned in 2017/18.

5.0 Legal Implications

- 5.1 There are no legal implications arising from this report.

6.0 Equality Implications

- 6.1 There are no immediate equalities implications arising from the report. However, if the proposed recommendation around the London Living Wage was implemented then it can be expected that it would help the home care workforce although they are not directly employed by the local authority. As discussed in the report, the majority of the home care workforce in Brent are women and from Black and Minority Ethnic backgrounds. In addition, if the

recommendations in the report are implemented and lead to an improvement in the home care service then it would be to the benefit of service users, many of whom are older people and people with learning or physical disabilities.

7.0 Consultation with Ward Members and Stakeholders

7.1 Ward members on the committee have been involved in this report.

Report Sign-Off

PETER GADSDON

Director of Performance Policy and Partnerships

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Home Care Commissioning in Brent

An Overview and Scrutiny Task Group Report

Chair, Councillor Ketan Sheth

Community and Wellbeing Scrutiny Committee

February 2018

Task group membership

Councillor Ketan Sheth, task group chair

Councillor Jean Hossain

Councillor Pat Harrison

The task group was set up by members of Brent Council's Community and Wellbeing Scrutiny Committee on 24 September 2017.

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Contents

Chair’s Foreword 4

Recommendations..... 5

Methodology 6

Chapter 1: Home Care in Brent7

 Home Care Commissioning..... 7

 Resources 9

 Demographic Trends 10

 Home Care and Reablement Review 11

Chapter 2: Task Group Findings 12

 Resources 12

 Partnerships and Relationships..... 17

 Home Care Quality 19

Appendices 21

 Participants 21

 Terms of reference 22



Chair's Foreword

Home care is a vital service. It allows hundreds of older people as well as adults with physical and learning disabilities to live independently and have a better quality of life. It helps some people who have just come out of hospital to get back on their feet and do the day-to-day activities which means they do not have to go into residential care. Supporting them at home are care workers, most of whom are women, who do fantastic work.

I think we would all want the best for any adult family member, relative or friend who was receiving home care and to know they were getting the best assistance available. Yet in our borough home care is facing many challenges. The pressure on local government finance coupled with demographic trends is putting home care under financial strain and there are concerns about workforce pay, training, and ensuring a stable market for providers among other issues. In short, the status quo is not working well. Quite rightly, Brent Council has been reviewing home care and its commissioning arrangements. It has been timely to have a members' overview and scrutiny task group to look at this important area of policy and contribute its recommendations and views.

I would like to thank all those hard-working officers who gave up their time to meet with me and the other members of the task group while we carried out our work. Finally, I would like to say a special thank you to Cllr Pat Harrison and Cllr Jean Hossain, who served on their task group, for their valuable input and suggestions.

Councillor Ketan Sheth

Chair, Overview and Scrutiny Task Group

Recommendations:

It is recommended to Brent Council's Cabinet that:

1. The London Living Wage is introduced incrementally as part of new commissioning model so that home care workers working for providers commissioned by Brent Council are paid the London Living Wage rate by 2021.
2. A minimum standard of training is incorporated in the new commissioning model which gives staff in Brent sufficient development opportunities to encourage home care as a career within the social care sector.
3. A home care partnership forum should be set up as part of a new commissioning model to discuss issues of strategic importance to stakeholders involved in domiciliary care services in Brent.

Methodology

The task group gathered qualitative and quantitative evidence to complete the report and develop their recommendations. In particular, the task group carried out face-to-face discussions with officers in the Community Wellbeing department and with the Cabinet member for Community Wellbeing, all of whom have been involved in the review Home Care and Reablement Review. The focus has been on home care paid for or arranged by the local authority. Members of the task group took part in four meetings, corresponding to the original scoping paper, based around four themes. These were:

- resources
- health and wellbeing outcomes
- partnerships and relationships
- home care quality.

The task group was given background information about the Home Care and Reablement Review as well as data and insight gathered by officers who had met with different stakeholders. This information was based on meetings and surveys with the home care agencies, the workforce, and people who use home care and their families. The task group also looked at the Adult Social Care Local Account, and Brent Council's Complaints Report 2016/17. It also organised its own questionnaire for providers, distributed at a meeting to which all providers had been invited in November 2017.

The focus of the task group's work was on understanding and reviewing the policy issues, what the data and insight was saying about the problems from the perspectives of different stakeholders, and developing recommendations on the basis of this evidence. The task group's recommendations were developed according to existing legislation for local authority scrutiny. A local authority executive must respond within two months to recommendations being agreed by an overview and scrutiny committee; however, it is not compelled to act on the recommendations.¹ The final report and its recommendations will be presented to Community and Wellbeing Scrutiny Committee on 28 February 2018, and recommendations agreed at the committee will then be presented to Brent Council's Cabinet.

¹ 'Overview and Scrutiny in Local Government' House of Commons Library Briefing Paper (20 December 2017), p5

Chapter 1: Home Care in Brent

Home Care Commissioning

1. Home care is a statutory service organised by Adult Social Care within the Community Wellbeing department. Home care, also known as domiciliary care, enables people to live safely and autonomously in their own homes by providing the practical support they need to do day-to-day activities such as getting washed and dressed, preparing food and taking medication. By allowing people to stay at home it means they do not have to go into residential care. In 2016/17 homecare was provided to 2,578 Brent residents in total. At any one time there were around 1,800 people receiving home care.

2. Home care is not a universal service. To receive home care people need to be assessed against nationally agreed eligibility criteria set out in the 2014 Care Act. The assessment focuses on a person's needs which they, their family, friends or community are not able to meet. In practice, it is mainly only those people with higher levels of need who will be assessed as requiring support. However, unlike many other local authority or healthcare services, home care is not automatically free at the point of use and may require a contribution. All those who are assessed as eligible go through a financial assessment. This means that most people will have to contribute financially to some extent towards the cost of their support and many will be assessed as needing to pay the costs in full.

3. Home care is commissioned by Brent Council rather than provided in-house. That means the local authority contracts with a private provider to purchase a care package at a cost. At present, providers are identified through the West London Alliance (WLA) framework agreement. Brent has been involved with the joint procurement framework for home care with a number of other London boroughs since 2010.² The existing arrangement with the WLA ends in September 2018. At present there are around 60 providers in the WLA framework. However, the council is still able to 'spot purchase' outside the framework. People who meet the eligibility criteria can also opt to use a Personal Budget, which means their domiciliary care is provided by a personal

² 'West London Collaborative Framework, Report from the Director of Housing and Community Care, Brent Council, 11 August 2010, p8

assistant who they have recruited. For some providers an important part of their income is from the local authority. The Care Act also places a responsibility on the local authority to ensure that the local market offers quality services from providers. In addition, the council must intervene if a care package is threatened by a business failure.

4. Adult Social Care administers the care packages for those people who meet the criteria. They are provided with a care plan by social workers. The plans are personalised and can be tailored to meeting a person's individual requests and are designed to enhance a person's independence and quality of life. A care plan is shared by the Commissioning Team in Adult Social Care with the provider and a cost for the package, which is paid at an hourly rate, is agreed. The provider meets all of its costs, including wages, from this hourly rate. The plan sets out specifically what tasks are to be done to help a person with his or her unmet needs within a specific amount of time. This is known as the time-and-task approach. Most care packages are provided by one care worker; however, there will be some people with very high needs who need a care package which provides them with support from two care workers. Financial assessments are done by a separate team.

5. Brent's domiciliary care workforce are employed by these independent providers, which offer their own rates of pay, terms and conditions, working practices and contracts. These are outside those agreements between the recognised trade unions and employers in local government set out in the Green Book. Skills for Care, a charity, supports these providers to oversee workforce development and training.³ Nationally, there are acknowledged to be retention and recruitment problems across the adult social care workforce, including domiciliary care. Skills for Care estimates that the staff turnover rate of directly employed staff working in the adult social care sector was 27.8%. Pay has increased in recent years with the introduction of the National Living Wage, a new statutory minimum.⁴

6. Reablement is similar to home care. It offers intensive support, therapy and care for up to six weeks and is mainly provided to those who have just been discharged from hospital or are entering the care system after a health crisis. It enables people

³ www.skillsforcare.org.uk/About/What-we-do/What-we-do.aspx

⁴ 'The State of the Adult Social Care Sector and Workforce in England – Executive Summary' (Skills for Care, September 2017)

to do daily activities and regain skills which may have been lost. Specialist providers work with occupational therapists to support individuals to do those activities independently. In 2016/17 there were 904 people in Brent who received reablement.

7. Approximately 1% of home care packages receive a complaint, according to Brent Council's 2016/17 Complaints Report. However, the majority of concerns are reported directly to the home care provider and issues are raised directly with the Commissioning Team. People who receive a care package are made aware of the complaints process, which is a one-stage statutory process, to resolve any concerns.⁵ The Care Quality Commission (CQC) is the regulator of the providers in the home care market – none of Brent's providers have been rated as inadequate by the CQC.

Resources

8. Home care and reablement are a substantial part of expenditure by Adult Social Care. Adult Social Care is now part of the Community Wellbeing department which also oversees housing, public health, and cultural services. It has the largest expenditure of the council's five departments.

9. Demand has been increasing. From March 2014 to March 2016 there was a 30% increase in the number of adults needing home care. The average hourly rate for external home care packages in 2014/15 was £13.55 per hour. In 2014/15, Adult Social Care spent a total of £11.5 million on home care and reablement and there was an increase in client numbers from 2013/14 to 2014/15 of 7%. However, it is not the largest area of spending by Adult Social Care: residential and nursing care costs approximately £34 million per annum.⁶ In the two-year budget which was set up to 2018/19, £1.5million was factored in for home care each year as the extra cost of providing the same level of services as the client population rose. The two-year budget agreed a precept ring-fenced for Adult Social Care of a 2% council tax rise as well.⁷

⁵ Brent Council Annual Complaints Report 2016-17 Appendix A Adult Social Care Complaints Report

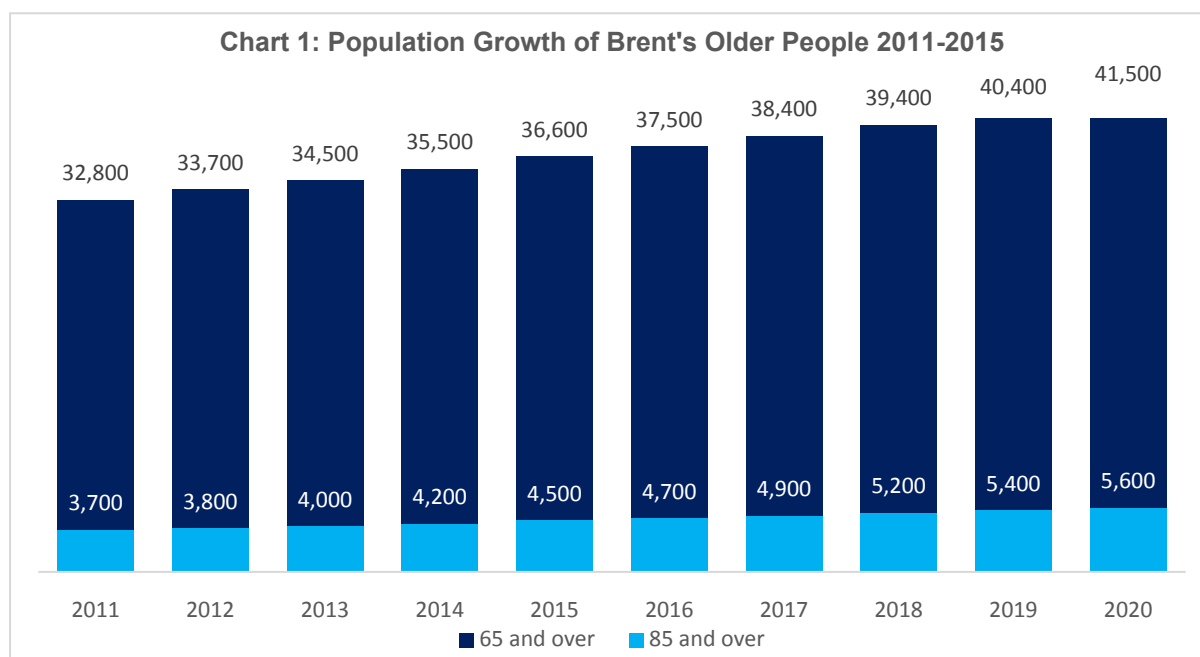
⁶ Adult Social Care in Brent: Local Account 2014/14, pp.14-15

⁷ Brent Council Budget, Cost Pressures - 2017/18 - 2019/20' Appendix B

Demographic trends

10. The 2016/17 Overview and Scrutiny Budget Panel highlighted the increasing challenges as a result of changing demography in Brent. The borough's residents are living longer and developing more complex care needs. As a result, the last three years has seen an increasing funding of care packages for complex needs.⁸ The main recipients of home care are older people aged 65 and over and adults with physical disabilities. Overall client numbers have risen by at least 2% a year across Adult Social Care from 2013/14.⁹ As chart 1 shows, this trend is set to continue. Those aged 65 and over are expected to increase by 26.4% to 41,500 people by 2020, and the number of those aged 85 and is projected to rise by 54.5% by 2020.

11. National research has shown that late-life dependency is increasing as the years lived for men and women with low and high-dependency care needs rises. Studies have shown that older men can expect to spend 2.4 years and older women 3.0 years with substantial care needs.¹⁰



Source: GLA Short-Term Population Projections, 2015 based

© Greater London Authority, 2017

11. The profile of Brent's older population is changing. At present, Black and Minority Ethnic (BAME) groups make up fewer than 40% of the population aged over 75.

⁸ Budget Scrutiny Panel Report, Resources and Public Realm Scrutiny Committee, 10 January 2017, pp.8-9

⁹ Brent Adult Social Care Local Account 2014/15, p14

¹⁰ Andrew Kingston et al, 'Is late-life dependency increasing or not? A comparison of the Cognitive Function and Ageing Studies', *The Lancet*, 15 August 2017

However, by 2020 the Asian population will make up 39% of the population aged 65 or over. It's estimated that around 27% of people over the age of 65 live alone. ¹¹

Home Care and Reablement Review

12. As discussed, the existing WLA procurement arrangement will end this year and Brent Council will need to organise its own commissioning arrangements to come into effect from 1 October 2018. To develop a new model for commissioning, the Community Wellbeing department has set up a Home Care and Reablement Review. The review is addressing the significant challenges in providing home care as a result of demographic and budgetary challenges which are affecting the sustainability of the local market. It is investing considerable time and resources in preparing to commission outside of the existing framework, and this is a priority for the department and the Cabinet member for Community Wellbeing. The new model will guide commissioning from 2018 to 2021.

13. The review has included extensive engagement activities with service users, a family carer survey, and meetings with providers as well as a survey of care workers. This has enabled the department to understand the problems from the perspectives of different stakeholders. In addition, working groups have been set up with providers to look at issues such as workforce development, operational change and technology. It is also teasing out solutions about how they can be addressed by a new model. ¹² Five priorities have been identified for a new model of commissioning home care, including improving sustainability in the home care market as well as workforce issues such as pay, quality, and development. ¹³

14. The members' overview and scrutiny task group has been presented with information from the review and has been asked to make recommendations on any issues which may have been overlooked or could be improved as part of the new model. The task group's findings have been organised around three themes: resources, partnerships and relationships, and home care quality.

Chapter 2: Task Group Findings

¹¹ Adult Social Care in Brent: Local Account 2014/14, p4

¹² Task Group Meeting 1

¹³ Task Group Meeting 4

Resources

15. Creating greater stability in the market for home care amid diminishing resources is the biggest challenge for the new model of home care commissioning. The task group recognises that the Community Wellbeing department is dealing with considerable financial pressures. The task group has established that in 2016/17 a total of £15m was spent by the local authority on home care packages, including reablement.¹⁴ That was spent within a total gross expenditure for Adult Social Care of £105.6 million in 2016/17, and a budget, or net expenditure, of £80.3 million.¹⁵ The Adult Social Care budget for 2017/18 was £83.0 million.¹⁶

16. As anticipated, demographic trends are pushing up expenditure. In 2016/17 there was an increase in the use of home care of 36% or 442 people across all adult groups. There is also a growing number of people with complex needs. The number of people who need a double-staffed care package has increased by a mean average of 15% during the last three years, and in 2016/17 alone £3m was spent on double-staffed care packages.¹⁷

17. Since the task group started its review, the Cabinet started a consultation on increasing council tax for 2018/19 by the 2% precept ring-fenced for Adult Social Care plus an additional 1% in the general council tax, which is now proposed to increase by 2.99%.¹⁸ The proposed budget for the Community Wellbeing Department in 2018/19 is set at £121.6 million.¹⁹ Therefore, even with the ring-fenced precept, the budget for Adult Social Care is likely to be more or less at a standstill while demographic trends increase the demand. That means resource allocation decisions have to be made extremely carefully and will need to address the challenges in providing home care.

¹⁴ Task group meeting 1

¹⁵ Budget and Council Tax 2018/19, Brent Council Cabinet, 12 February 2018, Appendix A; Budget and Council Tax 2017/18 to 2019/20, Brent Council Cabinet, 12 February 2017, Appendix A (ii) Revenue Budget 2017/18 Subjective Analysis

¹⁶ Budget and Council Tax 2017/18 to 2019/20, Brent Council Cabinet, 12 February 2017, Appendix A (ii) Revenue Budget 2017/18 Objective Analysis

¹⁷ Task Group meeting 1

¹⁸ Budget and Council Tax 2018/19, Brent Council Cabinet, 12 February 2018

¹⁹ Budget and Council Tax 2017/18 to 2019/20, Brent Council Cabinet, 12 February 2017, Appendix A (ii) Revenue Budget 2017/18 Subjective Analysis

18. Despite the budget pressures the task group believes that addressing the terms and conditions for home care workers is a priority and requires extra resources. A survey of care workers done as part of the review found that improvements to terms and conditions was identified as being one of the top three issues they would like to changed about their working arrangements although it should be acknowledged it was not the most important. ²⁰ The relatively low pay of this workforce is acknowledged by the local authority and providers to be an issue for the sector which is affecting recruitment and retention.

19. The exact wages of the home care workforce in Brent are not known. However, information based on data requests given to the task group calculates that the mean average hourly wage paid to homecare workers in Brent is currently £8.32 per hour. ²¹ The National Living Wage, which is paid is paid to those aged 25 and over, is currently £7.50 and from April 2018 and it will rise to £7.83 per hour. ²² So, it's thought the majority of home care workers can already expect to earn above the legal minimum.

20. However, as well as the National Living Wage there is the Living Wage (LW), which is independently calculated, voluntary, based on the costs of living and is payable to anyone aged over 18. The Living Wage has two rates to recognise the higher costs of living in London, including housing, childcare, food and household bills. The London Living Wage (LLW) rate in 2017 was £10.20 per hour and the Living Wage rate for the rest of the United Kingdom was £8.75 per hour. ²³ This means the data from the review suggests that the average care worker in Brent is not really seeing the differential in pay which is calculated as being required for a decent standard of living in the capital.

21. A provider can choose at any time to pay the Living Wage voluntarily. At present there is at least one provider in Brent, Home Instead Senior Care Wembley, which pays the London Living Wage. ²⁴ However, it's thought that most do not.

22. At the moment, ensuring that home care workers are paid the LLW is an aspiration of the Community Wellbeing department. It is recognised that although wages on their

²⁰ Task Group Meeting 2

²¹ Task Group meeting 2

²² www.acas.org.uk/index.aspx?articleid=1902

²³ www.livingwage.org.uk/calculation

²⁴ www.brent.gov.uk/council-news/press-releases/pr6351/

own do not improve the service, they are a part of the solution to addressing some of the challenges identified in the review. However, the pressure on resources and demographic challenges has meant that the department has not been able to pay providers a high enough hourly rate for care packages from which in turn most are able to pay their care staff the London Living Wage.²⁵

23. However, having carefully considered all the challenges the task group believes that paying LLW to these home care workers should be part of the new commissioning model because by improving retention and recruitment it would contribute to the sustainability of the home care sector in Brent. It would also complement Brent Council's status as an accredited Living Wage employer for its own directly employed staff.

24. Payment of the Living Wage may help to lower costs for providers. At the moment across the borough's providers there is a high rate of staff turnover. The review's survey of care workers found that 30% had changed agencies within the last two years.²⁶ The task group's questionnaire given to providers found that 36% experienced a high or very high staff churn, and 64% had high or very high recruitment problems.²⁷ This 'churn' in staffing creates recruitment costs for providers when they have to take on new members of staff. So a fall in 'churn' will help to reduce their operating costs.²⁸ Elsewhere and in different sectors, businesses which have introduced the Living Wage have found a reduction in staff turnover.²⁹ It's reasonable to think the domiciliary care providers in Brent would experience a similar effect.

25. Providers could also benefit from a Brent Council scheme which offers a discount in business rates to companies based in Brent which pay the Living Wage.³⁰ Brent's discretionary scheme, which gives a one-off award worth five times the cost of their accreditation as a Living Wage employer. However, it should be noted that they have to meet criteria to qualify, including occupying property and being liable to pay business rates in Brent.³¹

²⁵ Task Group meeting 4

²⁶ Task Group Meeting 1

²⁷ Task Group Questionnaire, 29 November 2017. There were 22 completed responses.

²⁸ Task Group meeting 4

²⁹ Edmund Heery et al, *The Living Wage Employer Experience*, (Living Wage Foundation, 2017) pp.28-30

³⁰ NNDR Discretionary Discount Scheme for Businesses Accredited to Living Wage Foundation, Brent Council Cabinet, 26 January 2015

³¹ National Non-Domestic Rates (NNDR) – Discretionary Discount Scheme for Businesses accredited to Living

26. As a large proportion of the home care workforce live in the borough, there would be a multiplier effect to the local economy from the rise in basic pay as long as this is not offset by reductions to people's benefits.³² It should be acknowledged that a number of home care workers in Brent are receiving benefits and are limited to working 16 hours a week.³³ But the task group's view is that there is also an ethical argument for paying the Living Wage. To put it simply, this workforce is performing a caring role for some of our most vulnerable people and it's time the importance of this role was recognised in their basic pay. Data from Skills for Care for 2015/16 suggests there are approximately 1,730 home care workers in Brent. The vast majority are women from Black and Minority Ethnic backgrounds and many have caring roles outside of their work.³⁴ It would also help to improve the status of the workforce.

27. Nonetheless, the task group is aware of the resource pressures and the difficulty in the council finding the additional resources to help pay for the London Living Wage. To make the LLW a reality, the local authority would have to pay the providers a higher hourly rate.³⁵ According to information from the review, the average hourly rate paid to providers for home care would need to be £19.47 to pay the current London Living Wage rate of £10.20 per hour. In turn, this would mean the Community Wellbeing department would probably require a budget increase from the general fund. The task group is aware that Brent Council's financial situation is difficult and that savings of around £30m will need to be identified in 2019/20 and 2020/2021 in order to set a balanced budget.³⁶ The rate calculated to pay the London Living Wage is far higher than the mean average of £14.38 Brent's Adult Social Care paid to providers in 2016/17, which is thought to be below the rate of some inner London local authorities. It should be noted as well that the minimum price advised by the employers' body the United Kingdom Homecare Association (UKHCA) is £18.01 per hour to allow for the National Living Wage, and the increase in minimum pension contributions.³⁷ However, with sufficient planning and preparation it believes that introduction of the London

Wage Foundation, Brent Council Cabinet report, 25 July 2016

³² Task Group meeting 4

³³ Task Group Meeting 2

³⁴ Task Group Meeting 2

³⁵ Task Group meeting, 4 December 2017

³⁶ Budget and Council Tax 2018/19, Brent Council Cabinet, 12 February 2018

³⁷ Task Group Meeting 1; www.ukhca.co.uk/downloads.aspx?ID=434

Living Wage by 2021 is feasible with a gradual approach. On this basis, the task group is making the following recommendation to the Cabinet.

28. Recommendation 1: London Living Wage is introduced incrementally as part of new commissioning model so that home care workers working for providers commissioned by Brent Council are paid the London Living Wage rate by 2021.

29. Pay is not the only workforce issue which affects recruitment and retention of staff in Brent and elsewhere. Data available from Skills for Care shows that many are working on zero-hours contracts although senior home care workers were in the main on contracts with guaranteed hours.³⁸ Training is another issue. The review's survey showed that a broad range of training is provided across the home care sector in Brent. About one quarter of providers access external training as well as providing their own training in core skills. Staff have a combination of qualifications ranging from NVQ levels 1, 2 and 3, to nursing and other qualifications. According to the survey of care workers, 79% of respondents reported that they had training before joining the agency and 64% reported having relevant qualifications.³⁹ However, at periods of peak demand, providers are not always able to recruit people with the right skills.⁴⁰

30. The Cabinet Member and Strategic Director are committed to improving the status of care workers and acknowledge the importance of valuing them for the job they do, but also thinking about their career pathways, training and their qualifications.⁴¹ They have said the new commissioning model will be working towards ensuring that the providers have a training matrix and the council is working with them closely on development issues.⁴² The task group welcomes this approach. However, training and workforce development is not always consistent across the homecare market in the borough.⁴³ To improve retention it would be better if there were good minimum standards of training and development which

³⁸ Task Group Meeting 2

³⁹ Task group meeting 2

⁴⁰ Task Group Meeting 2

⁴¹ Task Group meeting 4

⁴² Task Group meeting 4

⁴³ Task Group meeting 4

encourages workers to stay for the long-term in the sector. The task group's view is that the new commissioning model is a timely opportunity to set out the minimum standards of training and development across the different providers which staff working in the home care sector in Brent should expect and enable them to have a long-term career. Again, the task group believes this will help promote workforce stability. On this basis the task group has made another recommendation.

31. Recommendation 2: Incorporate a minimum standard of training in the new commissioning model which gives staff in Brent sufficient development opportunities to encourage home care as a career within the social care sector.

Partnerships and Relationships

32. The existing West London Alliance framework has created a situation in which Adult Social Care was dealing with potentially as many as 60 providers potentially working anywhere in the borough as well as others it was spot-purchasing care packages from. This churn of providers made it harder for the Commissioning Team to build close working relationships with so many organisations. The Cabinet member and Strategic Director argue that the existing commissioning involves too many providers, which has proved very difficult to manage. A relationship with a smaller group as part of the new arrangements would be a genuine partnership in which the council is working with them and supporting them.⁴⁴ The task group supports this view.

33. As part of the Home Care and Reablement Review, it is proposed to move over instead to a 'patch-based' model in which the borough is divided into geographical areas. There will perhaps be as few as 12 providers with no more than two or three operating in each of the discrete areas. The task group is supportive of moving to this 'patch-based' model. The survey of the workforce found that 50% of respondents identified travel difficulties linked to time pressure for visits as "the most negative aspect of their work". Also, travel is particularly difficult for them during event days at

⁴⁴ Task group meeting 4

Wembley Stadium.⁴⁵ By working in smaller areas, there would also be a saving of time and money for care staff and providers. The proposed model would reduce the number of providers drastically. However, this would help the sustainability of the market because they would have greater certainty in their work and stability of income. In addition, it's likely that smaller areas of geographical working would support small and medium enterprises (SMEs) who at present may not be able to work on a borough scale.

34. Patch-based working is used by a number of other local authorities for domiciliary care. It means it is easier to build relationships with partner organisations and agencies in that locality and makes services seem less remote and centralized for people who use them. Greater integration with healthcare is an important consideration for Adult Social Care at the moment and the review is considering if home care provision on a patch-based model should mirror the GP networks in the borough geographically.⁴⁶ At the moment Brent Clinical Commissioning Group has 62 GP practices which are organised into four localities: Harness, Kilburn, Kingsbury and Willesden.⁴⁷ The task group believes this would be an important way of assisting health and social care integration and would help the local authority and NHS to work more effectively together and welcomes consideration that if the patch-based model is adopted it could complement the geographical localities for the existing GP networks in Brent.

35. Rightly, the department is focusing on the day-to-day working and relationships and not just the redesigned model itself. It's proposed that a new internal structure in Adult Social Care will mean that the same team is there to manage and work with the providers. They will be working very closely with the providers, sorting out issues and helping them to improve the service.⁴⁸ Again, the task group notes this as being important to facilitating better relationships and working with providers.

36. It should be acknowledged that work has been put in by the department over the years to improve relationships and build a partnership with providers. The Brent Market Engagement Network (BMEN) was started in 2014/15, and activities have included a range of opportunities to engage with providers and enable a two-way

⁴⁵ Task group meeting 1; Task Group Meeting 2

⁴⁶ Task Group Meeting 1

⁴⁷ www.brentccg.nhs.uk/member-practices

⁴⁸ Task group meeting, 4 December 2017

communication channel with Brent Council through provider summits, regular provider forums and drop-in sessions. ⁴⁹ In Adult Social Care, there has been an importance placed on engagement and involvement with service users and their families through a service user and carer group. ⁵⁰

37. The task group believes that this important partnership work should continue and be strengthened as part of the new commissioning model. A regular partnership forum would bring together all the different organisations and stakeholders to identify priorities and enable a strategic approach to developing better outcomes for people who use services and addressing challenges. Membership could include providers, service user and family representatives, healthwatch, the voluntary sector and employee representatives. The task group is therefore making this recommendation.

38. Recommendation 3: A home care partnership forum should be set up as part of a new commissioning model to discuss issues of strategic importance to stakeholders involved in domiciliary care services in Brent.

Home Care Quality

39. The review is aiming to contract with a smaller number of providers, which will create stronger working relationships, enabling closer monitoring of performance and help to improve quality. ⁵¹ Inevitably, with so many providers there has been a variance in quality. In addition, it is harder for the Commissioning Team in Adult Social Care to create the close working relationships which would help to improve quality standards. A patch-based model will need to be monitored for quality and compliance with the contracts, but it is reasonable to expect that this will become far more manageable.

40. It should be acknowledged that in Brent and London at present there are a higher than average number of providers who are rated by the CQC as good. There is also a good market in Brent with many providers who offer expertise in home care. ⁵² A

⁴⁹ Adult Social Care in Brent: Local Account 2014/14, pp.9-10

⁵⁰ Adult Social Care in Brent: Local Account 2014/14, pp.12-13

⁵¹ Task Group Meeting 1

⁵² Task group meeting 4

number of them have been providing domiciliary care in Brent for more than two decades.

41. Complaints are evidence of quality standards; however, it's important they are monitored and lessons learned. At the moment, the biggest complaint from service users is not having a consistent worker who delivers their care and secondly workers turning up outside their allocated time or who are late.⁵³ The Strategic Director has said that complaints will be dealt with in the same way, but the main difference will be that the Commissioning Team will have a single focus for any home care issues. They will also be responsible for driving up quality in the market and our providers.⁵⁴ The task group believes that implementation gradually of the London Living Wage if it is able to affect recruitment and retention will help improve the stability of the workforce by reducing turnover. This in turn should help to lessen the incidence of the biggest complaint of service users.

42. As established, the Community Wellbeing department has at present a low number of complaints recorded annually about home care in the council's Complaints Report. However, there is direct reporting to providers rather than to the local authority. The task group believes that complaints, by considering lessons and areas for improvement, are an effective way of raising quality and standards and welcomes a closer working relationship with providers to resolve complaints and raise quality. Finally, task group notes that this should be considered by members when the annual Complaints Report is presented to the relevant overview and scrutiny committee which should be able to track what effect this change has had.

⁵³ Task group meeting 1

⁵⁴ Task group meeting 4

APPENDICES

APPENDIX A

Participants

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

Phil Porter, Strategic Director Community Wellbeing

Helen Woodland, Operational Director Adult Social Care

Councillor Krupesh Hirani

And other members of staff in Brent Council's Community Wellbeing Department.

APPENDIX B

Terms of reference

- a) Understand the commissioning model and how effective the services provided are in supporting independence and improving a person's quality of life.
- b) Understand the options for a new model of home care.
- c) Evaluate how home care sits within wider local authority services.
- d) Review the local authority's partnership working and relationships with people receiving home care and their families.
- e) Evaluate how home care can improve health and wellbeing outcomes.
- f) Review how home care fits within existing social networks and communities.
- g) Evaluate the quality of home care and how quality can be improved.