



Resources and Public Realm Scrutiny Committee

Monday 27 November 2017 at 7.00 pm

Boardrooms 4/5/6 - Brent Civic Centre, Engineers Way,
Wembley, HA9 0FJ

Membership:

Members

Councillors:

Kelcher (Chair)
Davidson (Vice-Chair)
Aden
Colacicco
Crane
Ezeajughi
Mashari
Stopp

Substitute Members

Councillors:

S Choudhary, Daly, Harrison, Hylton, Kabir, Long and
Naheerathan

Councillors:

For further information contact: Bryony Gibbs, Governance Officer
020 8937 1355; bryony.gibbs@brent.gov.uk

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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 and clarification of alternate members	
2 Declarations of interests	
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 Deputations (if any)	
To hear any deputations received from members of the public in accordance with Standing Order 67.	
4 Minutes of the previous meeting	1 - 8
To approve the minutes of the previous meeting as a correct record.	
5 Matters arising (if any)	
To consider any matters arising from the minutes of the previous meeting.	
6 Complaints Annual Report 2016 -2017	9 - 68
This report sets out complaints performance in Brent Council and Brent Housing Partnership (BHP) for the period April 2016 to March 2017. High level data for the previous 2 years has been included where available for the purpose of comparison over a 3-year period. This 2016/17 Complaints Annual Report was presented to Cabinet on 23 October 2017 and the report recommendations were agreed.	
7 Report for Scrutiny on Call In Report on South Kilburn Regeneration Programme - Carlton & Granville Centres Site - Development Options	69 - 106
The committee previously considered a call-in of the decisions made by the Cabinet on 15 November 2016 regarding the South Kilburn Regeneration Programme - Carlton and Granville Centres Site – Development Options. This report provides a detailed update to the	

committee 12 months on from this meeting.

8 Tree Management Policy

107 - 128

Brent Council is committed to managing the Borough's tree stock successfully. The revised Tree Management Policy has been developed to consider the benefits and importance of maintaining our trees. It aims to raise the profile, value and appreciation of trees in the borough, to improve understanding of tree issues, manage expectations and to meet the challenge of adapting to climate change in the coming decades. The revised policy will be considered by Cabinet at its meeting on 11 December 2017. The Scrutiny Committee is asked to review the policy and provide recommendations for officers to consider in advance of the Cabinet meeting.

9 Community Access and Vulnerable People

Report to Follow

This report provides analysis of access to all the residents of Brent including digital provision, as well as the factors which make some customers and users "vulnerable".

10 Food Banks and Poverty Task Group Report

This report presents the findings and recommendations of the task group review of food banks and poverty. The task group undertook this work due to the significant rise in food bank usage nationally and lack of a detailed picture of food bank usage across Brent.

Report to Follow

11 Any other urgent business

Notice of items to be raised under this heading must be given in writing to the Head of Executive and Member Services or his representative before the meeting in accordance with Standing Order 60.

Date of the next meeting: Tuesday 9 January 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.



MINUTES OF THE RESOURCES AND PUBLIC REALM SCRUTINY COMMITTEE **Tuesday 5 September 2017 at 7.00 pm**

PRESENT: Councillor Kelcher (Chair), Councillor Davidson (Vice-Chair) and Councillors Colacicco, Crane, Ezeajughi, Stopp and Mashari

Also Present: Councillors McLennan, Southwood and Tatler

1. Apologies for Absence and Clarification of Alternate Members

Apologies for absence were received from Councillor Aden. Councillor Choudhary was substituting for Councillor Aden as a member of the committee.

2. Declarations of Interest

There were no declarations of interest.

3. Minutes of the Previous Meeting

RESOLVED: that the minutes of the previous meeting held on 11 July 2017 be approved as an accurate record of the meeting.

4. Brent Outcome Based Reviews (OBRs) Update

Fiona Kivett and Sadie East (Change Managers) delivered a presentation to the committee which detailed the outcomes and learning from the Council's first Outcome Based Reviews (OBRs) and described the progress of three new OBRs established in 2017. The committee heard that OBRs were underpinned by design methodology and involved working with a wide range of stakeholders to re-imagine ways of working and jointly develop and test solutions. The first OBRs had been carried out in 2016 and had focussed on Housing for Vulnerable People, Employment Support, and Welfare Reform and Regeneration. The OBRs had generated a number of ideas in response to the key insights from community research. These had included the design and testing of a community hub model in Harlesden and a number of new projects such as a single homeless assessment pathway, commissioning short term accommodation and redesigning disabled related adaptations processes from a customer perspective. The new OBRs focussed on Domestic Abuse, Edge of Care and Gangs. These were currently at the information gathering 'discover' phase and next steps would include undertaking more community and professional research. Following this the OBRs would progress to the developing and testing stage.

In the subsequent discussion the committee questioned how the subject-focus of the OBRs were selected, how decisions were made about who should be

consulted, including whether particular demographics or communities should be targeted and how and by whom the interface with people was managed. With regard to the Domestic Abuse OBR, the committee strongly emphasised the importance of early intervention and raised several related queries, particularly questioning how early intervention initiatives could be progressed. The committee fully supported the discussion of this issue in schools, highlighting the dual benefit of helping to prevent children becoming perpetrators in the future and helping to identify children experiencing domestic abuse at home. Members noted that the focus of outreach and policy tended to be on the victims of Domestic Abuse and on women in particular and suggested that the OBR extend that focus to include men. Discussing the OBR on gangs, the committee queried whether gang activity had increased in Brent, how the council currently worked to tackle this issue and how the outcomes of the OBRs would be monitored to assess their effectiveness.

Responding to the queries raised, Fiona Kivett explained that support was provided by a range of services and agencies in identifying key stakeholders, who in turn were engaged when research plans were developed. The change team had been trained in community research techniques, including ethnographies. Experience had revealed that one of the best approaches was to carry out interviews and discussions in partnership with trusted members of the community. The change team also signposted interviewees to sources of support. Councillor Miller (Lead Member for Stronger Communities) advised that the stakeholder base included third sector organisations and partnerships which were already engaging with people affected by the issues under consideration.

Addressing the importance of early intervention, Sadie East advised that the research for the Domestic Violence OBR had included victims reflecting on what support or interventions may have made a difference to them at the time. A clear theme from the research undertaken had been the need to teach children and young people what healthy relationships looked like. Councillor Miller advised that the Council had created additional officer posts which would focus on early intervention and had developed a predictive modelling tool to help identify those most at risk. The work being done with schools on domestic violence would be reviewed to assess whether this needed to be strengthened and the committee would be provided with information on this matter. Sadie East acknowledged that the focus of the OBR research had been on those with direct experience of Domestic Abuse but this focus could be expanded to include engaging with particular target or under-represented groups. The committee further heard that an organisation which works with perpetrators was assisting in identifying people who would participate in the research.

Responding to members' queries relating to the OBR on gangs, Councillor Miller advised that a report would shortly be going to the Safer Brent Partnership which set out statistics on gang activity but confirmed that there had been a slight increase in this activity. There had been a London-wide surge in violent crime and a small percentage of this related to gangs. Members were cautioned that whilst both represented significant problems, their causes and the profile of those involved differed. It was important for the council to encourage community and voluntary groups providing services to young people to engage with each other to help them co-ordinate and avoid duplication. The stronger communities strategy was currently in draft but this would include a programme of work around gangs and community cohesion, some of which was already being implemented. The OBRs provided the

council with valuable qualitative data which helped to reveal issues or gaps in services. The outcomes would be tracked in measurable ways and monitored by the Cabinet.

RESOLVED: That the research undertaken with regard to the Outcome Based Review on Domestic Abuse include a male perspective.

5. Follow Up Review on Brent High Street Initiatives

Councillors Tatler (Lead Member for Regeneration, Growth, Employment and Skills) and Southwood (Lead Member for Environment) presented a report from the Strategic Director of Regeneration and Environment which provided a performance analysis of the newly recruited town centre managers, the digital high streets project and the in-house uniformed litter patrol service. It was noted that Members of the committee had undertaken a site visit to Harlesden high street to support their scrutiny of the various Brent High Street Initiatives and that two Town Centre Managers Grace Nelson and Rubina Charalambous were in attendance at the meeting to aid discussion.

The committee discussed the report and questioned how a place-based approach avoided becoming Wembley or Harlesden centric. Members sought further information on the establishment of Business Improvement Districts (BID) and the process of selecting areas appropriate for these. Questions were raised regarding the role of the Town Centre Managers and whether performance indicators for these positions included street cleanliness. Noting the excellent work being done by the Town Centre Managers, a member queried whether there was a greater focus on strategic rather than practical developments. The committee further queried whether the intention was to extend the provision of town centre managers to more areas of the borough.

Discussing the uniformed litter patrol service, a member commented that the deployment of the team was not sufficiently ambitious, should be more imaginative and that there should be a street cleanliness performance indicator. Another member of the committee queried what would be required to support the expansion of the team. Questions were raised regarding the disparity between the number of fixed penalty notices issued and those paid and what actions could be taken to improve the timeliness of payments. Further queries were raised regarding the hours of operation and the responsibility for educating residents on appropriate waste disposal. An update was sought regarding the task group recommendation on local community champions. Clarity was sought regarding the level of investigations undertaken into illegally dumped waste, the use of signs and other advertising to emphasise a strong message against this offence, and collaboration with teams dealing with landlord licensing.

In response to the queries raised, Councillor Tatler emphasised that the town centres were defined within the strategy approved by Cabinet. This strategy set out seventeen town centres in total, with nine priority areas identified as most in need of support. Other areas were recognised as running effectively without council assistance, though support would be provided where required. Matthew Dibben (Head of Employment, Skills and Enterprise) advised that interest in BIDs had been expressed by a number of associations and the viability of these would be explored.

Councillor Tatler emphasised that strengthening the infrastructure of Town Centres made those centres more viable for BIDs.

Addressing members' questions on Town Centre Managers, Councillor Tatler explained that an important part of their role was to establish relationships with businesses and identify issues affecting their respective areas. The Town Centre Managers explained that issues were logged daily, often relating to environmental services, such as illegal dumping and licensing issues. Quick resolutions to these issues were achieved helping to build trust with businesses and other stakeholders. The look and feel of the highstreets was a top priority and a lot of work had been done to ensure streets were cleaner and shopfronts were freshened up. Councillor Southwood explained that five neighbourhood managers had been recruited to cover the five Brent Connects areas and confirmed in response to a query that it was an aspiration to have five town centre managers. Before and after profiles, including photographic evidence, could be provided within the report which would be submitted to Cabinet in due course.

Councillor Southwood addressed the committee's questions on the uniformed litter patrol team, emphasising that it was currently in its infancy and was not yet up to capacity. The role of the Town Centre managers in providing targeted information to assist in deploying the team to maximum efficiency was highlighted. Chris Whyte explained that there was a corporate Performance Indicator for Veolia (Brent's Public Realm Contractor) and the uniformed litter patrol team supported Veolia in keeping the borough's streets clean. Consideration would be given to how this indicator could be divided to reflect the different but complimentary strands of work. Councillor Southwood confirmed that it was envisaged that this team would develop and grow over time and that the data collected via the neighbourhood managers would help to inform any decisions about how best to meet the needs of these areas going forward. It had been determined that the role of community champions was best served by community groups, however this did not preclude the possibility of appointing individuals to this role in the future.

Dennis Lewis (Waste Enforcement Manager) advised that the disparity between FPNs issued and those paid could in part be addressed by the inability of officers to receive payment at the point of issue. However, the team now had the technology to enable payment to be taken as soon as an FPN was issued and it was anticipated that this would help to address this lag in payment. Members' attention was drawn to the data provided on waste enforcement investigations and the committee was informed that signs were put up as part of the work of the patrol team regarding illegal dumping and the team worked closely with private sector housing.

RESOLVED: that the report and update provided by Officers and Lead Members be noted.

6. Update on Recommendations of S106 and Community Infrastructure Task Group

The Chair advised that the report before the committee set out the progress made against the recommendations of the Section 106 and Community Infrastructure Levy (CIL) Task Group, as modified by the committee at its meeting on 12 July

2016. The report presented a Red/Amber/Green assessment: thirteen actions were categorised as green, ten as amber, one as red and one, 'not applicable. Councillor Tattler (Lead Member for Regeneration, Growth, Employment and Skill), Amar Dave (Strategic Director, Regeneration and Environment) and Alice Lester (Head of Planning Transport and Licensing) were present to address the committee's queries.

The committee discussed the report. A member commented on the lack of clarity around CIL and sought confirmation of the officer lead for this area. Questions were raised regarding the possible uses and restrictions of S106 and CIL spending and clarity was particularly sought regarding paragraph 3.14 of the report. It was queried how the recommendations of the report accorded with the Council's planning objectives.

Responding to the committee, Alice Lester advised that CIL fell within her remit as Head of Planning. Policy on CIL was developed in discussion with the Lead Member for Regeneration, Growth, Employment and Skill and the Strategic Director, Regeneration and Environment, within the context of legislative arrangements. A report would be submitted to the Cabinet in the coming months on this matter. Councillor Tatler confirmed that Neighbourhood CIL had a named officer and that work on Strategic CIL was ongoing with a focus on mitigating the impact of developments and aiding growth. Alice Lester highlighted difficulties of recruiting to positions within the S106/CIL and Planning Policy teams and advised that the positions had been reviewed and re-advertised via professional networks. Councillor Tatler detailed the restrictions around CIL and S106 spending and emphasised that these monies must not be viewed as a way of filling gaps in the revenue budget. Alice Lester further advised that CIL was only meant to be a contribution to the cost of infrastructure and difficult choices would need to be made about how best to direct these funds. It would be important to anticipate areas of future growth to try to improve infrastructure in advance of development and to identify how best to mitigate the impact of current and future growth.

Councillor Stopp reported that the leader of Hammersmith and Fulham Council had stated that they would be using CIL contributions to fund the building of affordable housing. The Lead Member and Officers present advised that legislation prohibited the spending of CIL on affordable housing. In view of Councillor Stopp's assertion, Members and Officers were asked to contact their counterparts in Hammersmith and Fulham to clarify if and how CIL contributions were being used to fund affordable housing.

Members subsequently requested that the following be provided to the committee before the next meeting: a briefing paper regarding the monies generated by the Community Infrastructure Levy, expanding on paragraph 3.14 of the report; information on whether the net CIL contribution per dwelling of £8,200 against the delivery of affordable housing represented a net loss or gain with regard to the physical and social infrastructure; and, the current total outstanding sum of CIL funds held by the council, alongside the list approved projects and categories of prioritisation.

RESOLVED:

- i) that the report and update provided by Officers and Lead Members be noted.

- ii) that Councillor Tatler (Lead Member for Regeneration, Growth, Employment and Skill) provide an update to the committee regarding the outcome of her discussions with her counterpart in the London Borough of Hammersmith and Fulham with respect to the use of CIL contributions to fund affordable housing.

7. Update on the Devolution of Business Rates Task Group

Councillor Davidson (Chair, Devolution of Business Rates Task Group) advised that the Task Group had created a productive report which had been fully endorsed by Cabinet. It was highlighted that the Devolution of Business Rates had been delayed, however, the policy of encouraging business had not. Of the task group's recommendations, there remained a number of powerful actions for Brent's businesses. Councillor McLennan (Deputy Leader) further explained that in preparation for the anticipated devolution of business rates, London's local authorities were considering pooling business rates to provide a level of financial stability across the region. For Brent, this would ensure an additional £4million in 2018/19 and a further £4.8million the following year. A report on this matter was due to be submitted to Cabinet. Althea Loderick (Strategic Director Resources) and Ravinder Jassar (Head of Finance) were also present to address member's queries.

A member subsequently questioned how the council addressed attempts by business owners to avoid paying business rates by dividing businesses into separate parts. Further queries were raised regarding the increased use of Wembley Stadium, how this affected the Stadium's Business Rates, the Stadium's current rateable value and whether there were any discounts or relief applied. The committee questioned whether Planning Policy would change to reinforce a desired mix of residential and business use in developments. Considering the recommendations of the task group in detail, members emphasised the value of having a named lead member responsible for Business Rates and highlighted that more could be done to enhance local partnerships. Members further questioned whether the apprenticeship scheme could be extended to the Football Association (FA), the target for the number of residents in the scheme and why the scheme was most prevalent in the Wembley area. Queries were also raised regarding the role of Brent Business Boards in attracting business to the borough.

In response, Ravinder Jassar confirmed that there was no evidence to suggest that business owners were dividing their business to avoid paying business rates, though assured the committee that this issue would be examined. The increased use of Wembley Stadium did not affect the level of business rates payable as this was based on the rateable value of the property. Althea Loderick outlined the rateable value of Wembley Stadium. In April 2016, this had been £6,200,000 and had risen to £7,800,000. The original rateable value for the Stadium in 2010 had been £10,000,000 but this had been reduced in 2011. Althea Loderick advised that she would liaise with the Valuation Office to ascertain the reasons for this reduction. Councillor Tatler (Lead Member for Regeneration, Growth, Employment and Skills) advised that Brent's Planning Policy currently emphasised mixed residential and business developments.

Councillors McLennan and Tatler confirmed that the practicalities of business rates fell within the portfolio of the former, whilst responsibility for business growth sat

with the latter. A dedicated portfolio could be created if deemed necessary going forward. Matthew Dibben (Head of Employment, Skills and Enterprise) advised that a Brent Business Board was launched in November 2016 and brought the council together with voices from the business community. The Board aimed to change perceptions of Brent, its skill base and workforce now and in the future. In December 2017, the first year of the Business Board would be reviewed and next steps considered. It was certainly an aspiration to include the FA as an employer within the Apprenticeship Scheme. Target setting for the scheme was in its infancy at 50 residents for 2017. The scheme was borough wide and aimed to generate opportunities throughout the borough. Councillor McLennan highlighted the Council's Apprenticeship Strategy for 2017-2018 which would meet the public sector requirement of 2.3 per cent of the workforce, equating to 500 apprenticeships across four years internally.

The Chair emphasised that this issue would continue to be scrutinised as part of the process of budget scrutiny.

RESOLVED:

- i) that the report and update provided by Officers and Lead Members be noted;
- ii) that the Strategic Director of Resources provide an update the committee on the outcome of her discussions with the Valuation Office regarding the reduction in the rateable value of Wembley Stadium in 2011.

8. Any Other Urgent Business

None.


9. Date of the Next Meeting

The next meeting was scheduled for 7 November 2017.

The meeting closed at 9.22 pm

M KELCHER
Chair

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 Brent	Resources & Public Realm Scrutiny Committee 27 November 2017
	Report from the Director of Performance, Policy & Partnerships
COMPLAINTS ANNUAL REPORT 2016 – 2017	

Wards Affected:	All
Key or Non-Key Decision:	Non-Key Decision
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	5
Background Papers:	<ul style="list-style-type: none"> ▪ Appendix A – Adults Complaints Annual Report 2016/17 ▪ Appendix B – Children’s Annual Complaints 2016/17 ▪ Appendix C – Council Departments Complaints Analysis 2016/17 ▪ Appendix D – Brent Housing Partnership Complaints Analysis 2016/ ▪ Appendix E – Complaints Action Plan
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Irene Bremang Head of Performance & Improvement Peter Gadsdon Director - Performance, Policy and Partnerships Brent Civic Centre, Engineers Way, Wembley, Middlesex, HA9 0FJ. 020 8937 1400

1.0 Purpose of the Report

- 1.1 This report sets out complaints performance in Brent Council and Brent Housing Partnership (BHP) for the period April 2016 to March 2017. High level data for the previous 2 years has been included where available for the purpose of comparison over a 3-year period. This 2016/17 Complaints Annual Report was presented to Cabinet on 23 October 2017 and the report recommendations were agreed.

- 1.2 Complaints concerning the Adult Social Care and Children and Young People departments come under separate statutory complaint procedures and separate analysis reports have been provided in **Appendices A and B** respectively. **Appendix C** summarises departmental performance across the Council in 2016/17. BHP service-level analysis in 2016/17 is summarised in **Appendix D**.
- 1.3 Complaints performance for the Council and for BHP have been analysed and reported across four broad aspects - complaints received, complaint types, outcomes and timeliness. This report also includes improvements and lessons learned from complaints.
- 1.4 The key points from the Council and BHP's performance are as follows:
- Brent Council:
 - The number of new complaints received is decreasing however more cases are being escalated to the second stage of the complaints process.
 - Service delay/failure was the most common cause for complaint in 2016/17, as in previous years.
 - The Council upheld/partly upheld a smaller proportion of cases at the final review stage in 2016/17 than in previous years.
 - As average compensation payments have decreased at the first stage there has been a corresponding increase in compensation awarded at the Ombudsman stage.
 - Timeliness of corporate and statutory complaint responses has improved over the past 3 years.
 - BHP
 - The volume of first and second stage complaints has increased significantly.
 - Service delay/failure remains the most common cause for complaint in 2016/17, as in previous years.
 - There is a greater willingness to acknowledge fault and the majority of complaints were upheld/partly upheld at the first stage; fewer cases were upheld at the second stage
 - The number of cases awarded compensation has doubled but the average amount of compensation paid has decreased.
- 1.5 This report makes a number of recommendations to help reduce complaints and improve the management of complaints. These recommendations are also summarised in Section 2 below and were approved by Cabinet on 23 October 2017. The recommendations have also been developed into a Complaints Action Plan and this is set out in **Appendix E**.
- 2.0 Recommendation(s)**
- 2.1 Resources & Public Realm Scrutiny Committee is asked to note the eight specific recommendations agreed by Cabinet on 23 October 2017 and set out as an Action Plan in Appendix E:

Root cause of complaints

- a. Work with service area and departmental management teams to review key service delay/failure hotspots and develop improvement plans.
- b. Develop a tailored training plan on communication and staff behaviours to be implemented in priority service areas across the Council.
- c. Support the new Housing Management Service during the redesign of the repairs process by feeding in the lessons learned from complaints.

Decision making and outcomes

- d. Review LGO referrals and identify any future opportunities for early resolution and minimisation of premature LGO referrals.
- e. Review our internal approach to complaint decisions, corrective actions and compensation in light of LGO outcomes in 2016/17.

Complaint handling and monitoring

- f. Continue to improve internal processes and working arrangements with service managers to increase the timeliness of Stage 2 responses.
- g. Work closely with the Housing Management Service management team to establish a new and effective complaints process and implement improved working arrangements to manage Stage 2 complaints
- h. Implement a weekly Corrective Actions Tracker for all departments to monitor the timely completion of agreed remedial actions.

2.2 Resources & Public Realm Scrutiny Committee is asked to note that BHP has been reported as a separate organisation for the purposes of this annual report for 2016/17. Future annual reports will reflect the change in BHP being brought back into Brent Council as the Housing Management Service in October 2017.

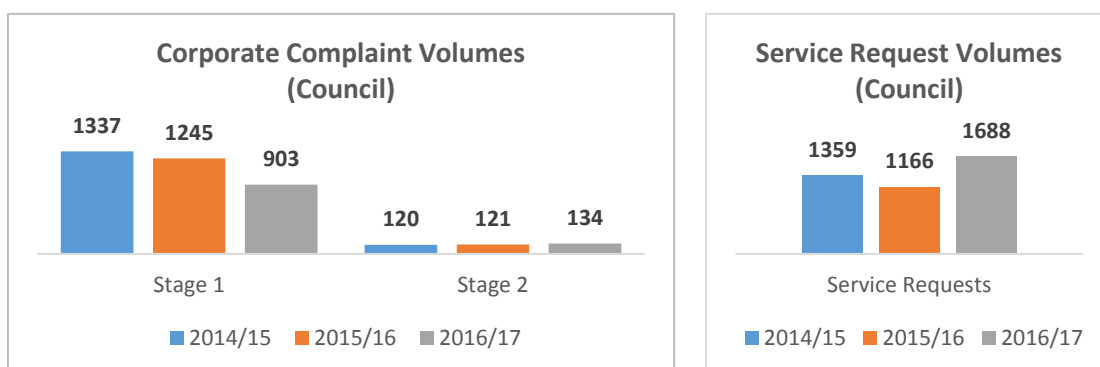
2.3 Resources & Public Realm Scrutiny Committee is asked to note and consider the Council and BHP's performance in managing and resolving complaints and to advise Cabinet of any further remedial action required.

3.0 Detail

Council's Complaint Framework

3.1 The Council operates a 2-stage corporate complaints process, 2-part Adult statutory complaints process and a 3-stage Children's statutory complaints process. The various timescales and decision outcomes are explained in Appendix C.

Brent Council – Complaints Received

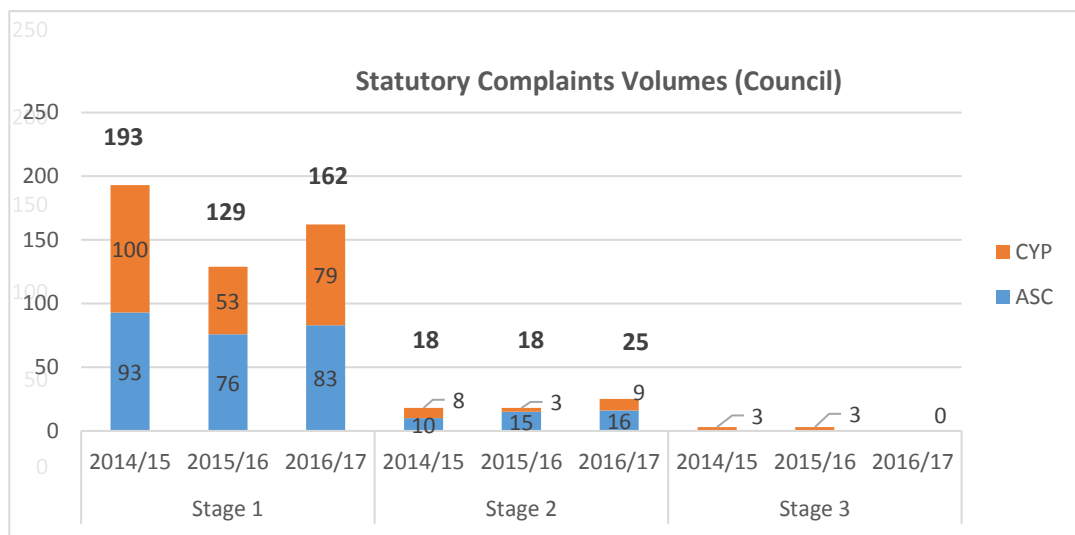


3.2 The volume of Stage 1 corporate complaints has fallen by one third over the past 3 years.

- One of the main reasons identified is that service areas are logging other types of initial customer contact (i.e. pre-complaint queries and follow up requests for services) as service requests, rather than as formal Stage 1 complaints.
- All first stage contact (i.e. Stage 1 complaints and service requests) with the Council has gone down by over 100 cases in the past 3 years.
- The breakdown of the 903 complaints received in 2016/17 by council departments was: 41% - Regeneration & Environment (R&E) department, 28% - Community Wellbeing (CWB) department, 23% - Resources (Res) department, 4% - Children & Young People (CYP) department and 4% - Chief Executive's (CE) department.

3.3 Although the volume of Stage 1 cases has gone down there has been a 12% increase in the volume of Stage 2 corporate complaints, and the proportion of cases escalated to Stage 2 has also increased in the past 3 years.

- In 2014/15, 1 in every 11 first stage corporate complaint was escalated to the second stage; this increased to 1 in every 7 corporate complaint being escalated in 2016/17.
- The rise in Stage 2 escalation rates suggests an increased level of unhappiness with the outcome of first stage decisions. This is considered further in the Outcomes section of the report.

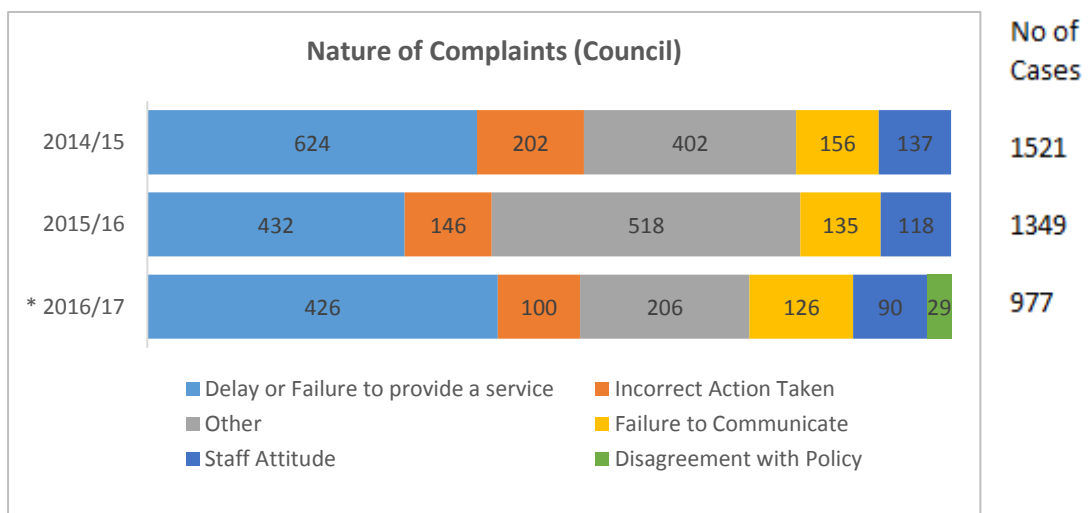


3.4 Statutory first stage complaints have gone down by 12% and statutory Stage 2 complaints have gone up by 28% over the past 3 years.

- Escalation rates have almost doubled in the past 3 years, with 1 in every 6 statutory Stage 1 complaints being escalated to the second stage in 2016/17 compared with 1 in every 11 case in 2014/15. As previously suggested with corporate complaints, this may reflect increased dissatisfaction with our statutory Stage 1 decisions.

Brent Council – Nature of Complaints

- 3.5 The nature or type of complaint is recorded on the iCasework system by officers. The broad categories and sub-classifications were updated part way through 2016 to give us better insight into the root cause of complaints. One of the main changes was that the ‘Other’ category was removed from the system and the ‘Disagreement with Policy’ category was added. Additional service-specific sub-classifications have been updated on the system for some areas across the council.



- 3.6 **‘Service delay/failure’ remains the most common reason for complaints received** by the Council, accounting for almost half of all corporate complaints in 2016/17. We upheld/partly upheld almost half of the 426 service delay/failure cases received in 2016/17.

3.7 The table below shows the three highest volume service areas for complaints within each department and the root causes identified:

Community Wellbeing Department			
Services	No. of Stage 1 Cases	Stage 1 as % of Dept Total	Root Causes
Housing	128	51%	<ul style="list-style-type: none"> Accommodation Services – Assessment Poor Communication Staff Conduct
Culture	66	26%	<ul style="list-style-type: none"> Libraries – Computer Provision Libraries – Other Libraries – Events & Exhibitions
Private Housing Services	38	15%	<ul style="list-style-type: none"> Housing Advice – Other Service Enforcement – Assessment / Housing Enforcement – Multiple Occupation - Safety
Regeneration & Environment Department			
Services	No. of Stage 1 Cases	Stage 1 as % of Dept Total	Root Causes
Parking & Lighting	146	39%	<ul style="list-style-type: none"> PCN Received Payments / Parking Permits On Street Enforcement – Not Taking Action
Environmental Improvement	90	24%	<ul style="list-style-type: none"> Contractor Conduct Non Collection Management Issues
Highways & Infrastructure	64	17%	<ul style="list-style-type: none"> Other Highways Issue Other Pavement Issues Highways Information and Advice
Resources Department			
Services	No. of Stage 1 Cases	Stage 1 as % of Dept Total	Root Causes
Benefits & Customer Facing	89	43%	<ul style="list-style-type: none"> Benefits – Over Payments Benefits – Change of Circumstances Benefits – Other Service
Revenues & Customer Contact Centre	53	25%	<ul style="list-style-type: none"> Contact Centre – Officer Behaviour Council Tax – Recovery Contact Centre – Enquiry Handling
BCS Social Care Functions	17	8%	<ul style="list-style-type: none"> Communication Service Failure
Children & Young People Department			
Services	No. of Stage 1 Cases	Stage 1 as % of Dept Total	Root Causes
Inclusion	10	28%	<ul style="list-style-type: none"> Social Workers Contract Issues Service not provided
Localities	7	19%	<ul style="list-style-type: none"> Support / Contact Assessment Child Protection
LAC & Permanency	5	14%	-

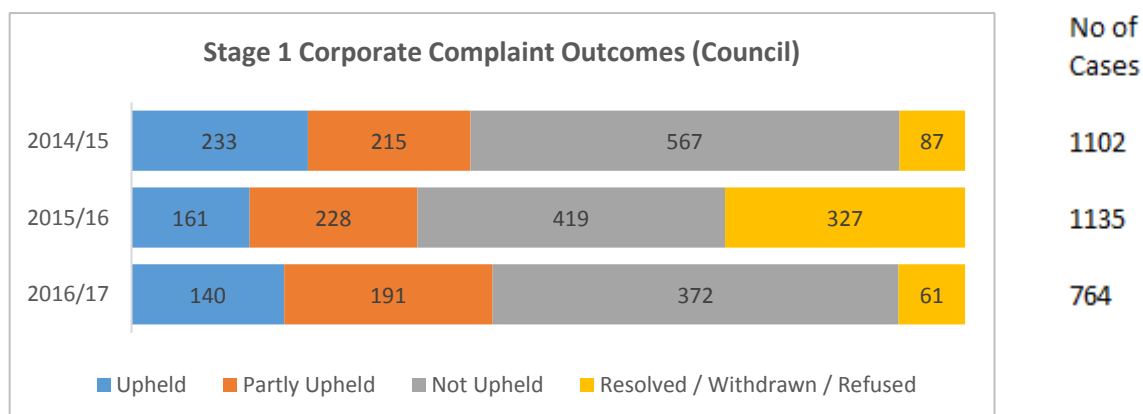
- 3.8 The table above shows that there are a variety of issues that have led to service delay or service failures across council departments. Individual service areas need to continue to take responsibility for tackling the fundamental causes of service delay/failure and for improving the customer experience.
- 3.9 The Complaints Service team have attended management and team meetings to discuss the quarterly performance reports and discuss ways of improving both service area operations and complaint handling. Service areas have put in place a number of measures to improve performance such as ongoing staff training on policies, procedures and communication; streamlining processes; and improved contract management. Departmental examples of improvements in response to complaints are provided in Appendices A, B and C.
- 3.10 Although service areas have already put some measures in place, it is clear that we need to a continued and greater emphasis on addressing service delay/failure issues across the organisation. Ongoing and fundamental improvements are needed to prevent avoidable errors being repeated and to embed lasting changes that will improve service delivery across the council. This is a challenge for the council with the financial constraints and resourcing pressures facing local government, but nonetheless fundamental improvements must be made.

Recommendation: *the Complaints Service team should work with service area and departmental management teams to review key service delay/failure hotspots and develop improvement plans.*

- 3.11 Staff attitude and failure to communicate are two other significant causes of complaints that also need to be addressed more widely across the council. The importance of learning from complaints and getting the customer service 'basics' right have been shared at staff forums and senior manager meetings by the Chief Executive. Some service areas already provide customer service training for their staff, however there is the need to put in place wider targeted training provision for particular service areas that may need this.

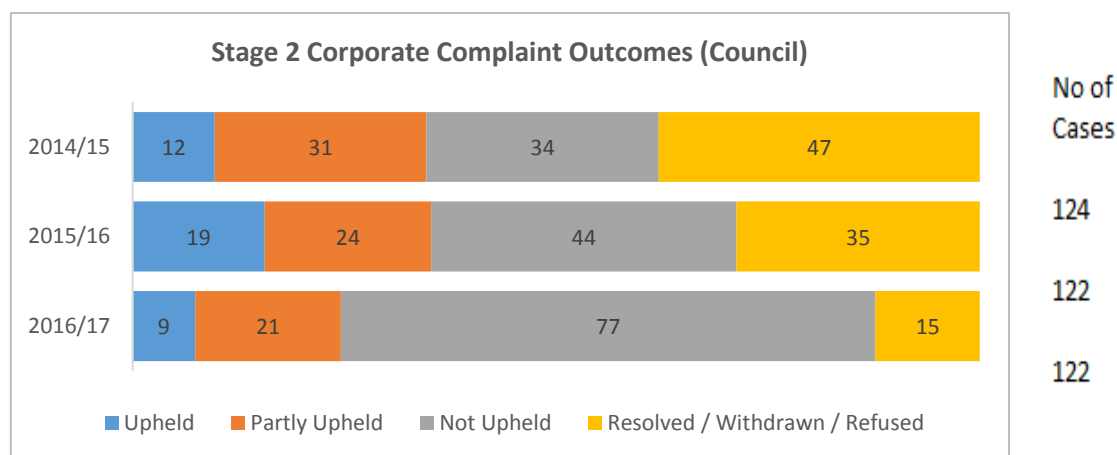
Recommendation: *the Complaints Service team should develop a tailored training plan on communication and staff behaviours to be implemented for priority service areas across the Council*

Brent Council – Complaint Outcomes



3.12 The proportion of corporate complaint cases upheld/partly upheld at the first stage by the Council has remained broadly the same over the past 3 years:

- Although complaint volumes are coming down, the Council acknowledged fault in a large proportion of the new complaints we received.
- 41% of cases were upheld/partly in 2014/15 and this has increased slightly to 43% of cases upheld/partly upheld in 2016/17.



3.13 Whilst upheld/partly upheld rates have been stable at the first stage, this has dropped significantly at the second stage.

- In 2014/15, 35% of Stage 2 cases were upheld/partly upheld compared with 24% in 2016/17.
- 27% of cases were not upheld in 2014/15 and this has jumped to 63% not upheld in 2016/17.
- Although 1 in every 7 case was escalated to Stage 2 in 2016/17, we upheld/partly upheld fewer cases than in previous years.

3.14 This sharp increase in cases not being upheld at the second stage to a large extent supports the decisions being made at the first stage.

3.15 There were 30 cases upheld/partly upheld at the final review stage in 2016/17 and unfortunately in some of these cases the service areas delayed implementing corrective action or paying compensation. These delays created additional follow up work for the Complaints Service team and on some occasions led to an Ombudsman referral. Closer monitoring of final review corrective actions needs to be put in place particularly as the LGO has signalled that it will take more stringent action against local authorities that do not follow through on agreed corrective actions/complaint remedies.

Recommendation: Complaints Service Team should implement a weekly Corrective Actions Tracker for all departments to monitor the timely completion of agreed remedial actions

- 3.16 Beyond the Council's final review stage, there were still a large number of cases that were escalated to the Ombudsman. We can reasonably assume that this was because of ongoing dissatisfaction or disagreement with the Council's final review decisions. The table below shows the of volume of referrals to the Local Government & Social Care Ombudsman (LGO) over the past 3 years:

Case Type	2014 - 2015	2015 - 2016	2016 – 2017
Ombudsman Referrals	169	195	168

- 3.17 ***After a spike in LGO referrals in 2015/16, the volume of referrals in 2016/17 went back to the same levels as in 2014/15.*** Although Ombudsman case volumes have decreased, we recognise and accept that there are still too many cases being referred to the Ombudsman.
- In 2016/17 Brent had the 7th highest number of LGO referrals out of the 33 London councils.
- 3.18 Although the number of cases referred to the LGO was very high, the large majority of cases did not warrant a formal investigation. During 2016/17, the LGO considered or reviewed 161 Brent referrals. ***136 out of 161 LGO referrals were not progressed after initial investigations*** for the following reasons:
- Referred back for local resolution – 84 cases.
 - Closed after initial enquiries – 43 cases.
 - Advice given – 5 cases.
 - Invalid or incomplete – 4 cases.
- 3.19 More than half of the cases considered by Ombudsman in 2016/17 were sent back to the Council to be resolved locally. (Brent had the 4th highest number of cases referred back for local resolution across all London councils). These cases were essentially submitted prematurely to the Ombudsman and further work is needed to understand how we could resolve more of these cases earlier within the Council without the need for an Ombudsman referral. By doing this we should be able to provide a quicker, more efficient and mutually agreeable resolution to complaints.

Recommendation: the Complaints Service team should review LGO referrals and identify any future opportunities for early resolution and to help minimise premature LGO referrals.

- 3.20 ***There were fewer LGO cases investigated and upheld against Brent in 2016/17 than in previous years.*** During 2016/17 the LGO fully investigated 25 cases against Brent - 17 cases were upheld and 8 cases were not upheld.

Outcome Type		2014 - 2015	2015 - 2016	2016 - 2017
No. of Cases Decided	No.	39	36	25
Upheld	No.	22	26	17
	%	58%	72%	68%
Not Upheld	No.	16	10	8
	%	42%	28%	32%

- 3.21 The 17 upheld cases in 2016/17 were categorised under the following services by the LGO:
- Housing – 8 cases.
 - Adult Care Services – 3 cases.
 - Education & Children's Services – 3 cases.
 - Benefits & Tax – 2 cases.
 - Highways & Transport – 1 case.
- 3.22 Further analysis of the 17 LGO upheld decisions showed that:
- 4 cases had been investigated by the LGO that had bypassed the Council's full complaints process and the LGO awarded compensation in 1 of these cases.
 - There were another 4 cases upheld by the LGO that overturned the Council's not upheld decision at final review stage; the LGO awarded compensation in 1 of these cases.
 - Of the remaining 9 cases upheld by the LGO, the Council had already upheld/partly upheld 8 of these complaints and 1 complaint had previously been withdrawn; the LGO awarded compensation in 5 of these 9 cases.
- 3.23 This LGO analysis highlights two further areas for consideration by the Council:
- Firstly, we need to review our first and final review decisions in light of the 17 LGO cases upheld against us (and specifically the 4 cases that contradicted the not upheld decision by the Council)
 - Secondly, we need to reconsider the levels of compensation awarded by the Council, bearing in mind that the LGO increased the financial redress in 5 cases and awarded compensation in 2 cases that we had not awarded compensation. Aligning our decision making and compensation levels more in line with the LGO may reduce the number of LGO decisions upheld against the Council in future. However there is a risk that even if we increase compensation payments in line with LGO thresholds, the LGO may still decide to increase compensation payments even further.

Recommendations: the Complaints Service team should review our internal approach to complaint decisions, corrective actions and compensation in light of LGO outcomes in 2016/17.

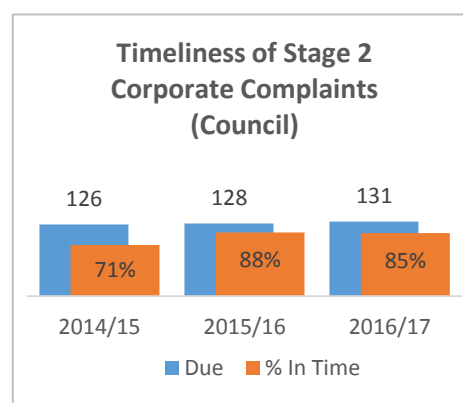
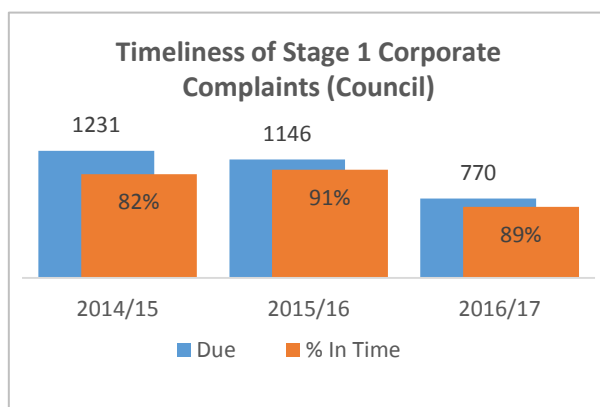
- 3.24 The Local Government Ombudsman issued a joint report against Brent Council and Ealing Council relating to a BHP tenant's complaint about their need for urgent rehousing due to domestic violence. The report was discussed at the Audit Committee in September 2016. Lessons have been learnt and service changes have been implemented. The LGO has issued two reports against the Council in about the last five years and therefore this is a rare occurrence.
- 3.25 The table below shows the compensation payments breakdown in 2016-17 and the two previous years, at all stages for corporate and statutory complaints.

Stage	Year	Council Wide		
		No of Cases	Total Compensation	Average per case
Stage 1 / Provisional	2014/15	31	£23,773	£767
	2015/16	31	£15,708	£507
	2016/17	33	£5,347	£162
Stage 2 / Final	2014/15	39	£24,251	£622
	2015/16	36	£14,193	£394
	2016/17	33	£22,668	£687
Stage 3	2014/15	1	£500	£500
	2015/16	1	£1,000	£1,000
	2016/17	0	£0	£0
Ombudsman	2014/15	7	£1,200	£171
	2015/16	10	£1,510	£151
	2016/17	8*	£6699*	£837
Total	2015/15	78	£49,724	£637
	2015/16	78	£32,411	£416
	2016/17	71	£32,764	£461

* Includes one ASC case from 2015/16 with financial redress confirmed in 2016/17

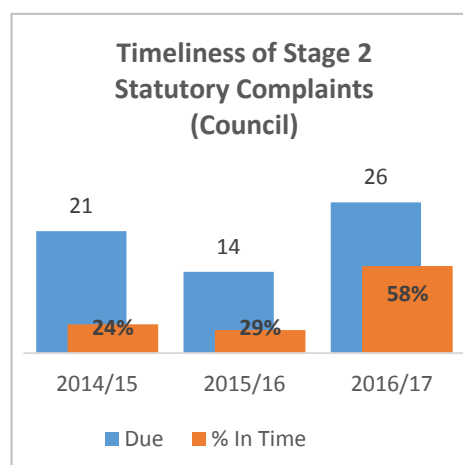
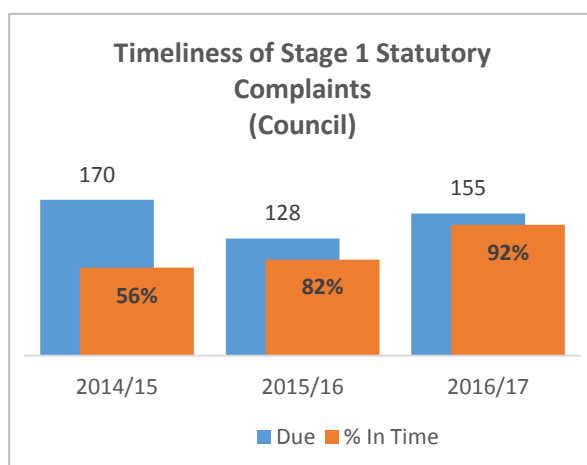
- 3.26 The total number of cases awarded compensation at different stages of the complaints process over the past 3 years has actually decreased slightly. However the ***average amount of compensation has changed significantly at the first stage and Ombudsman stage.***
- Stage 1 compensation awarded has decreased nearly 5-fold over 3 years, averaging £162 per case in 2016/17.
 - LGO compensation has increased nearly 5-fold over 3 years, averaging £917 per case in 2016/17.
- 3.27 As previously recommended, we need to reconsider how we can put appropriate remedies in place more quickly and efficiently when we get things wrong to avoid unnecessary escalation or dissatisfaction.

Brent Council – Timeliness of Complaints



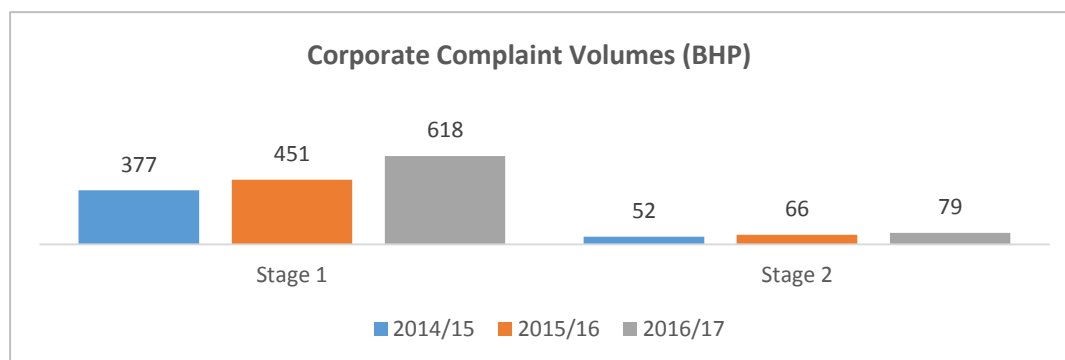
- 3.28** The volume of cases closed has come down in line with the reduction in new cases received over the past 3 years. Service managers have responsibility for managing Stage 1 complaints and with a reduction of 450 cases or so, **timeliness of Stage 1 complaints has improved by 7% points overall in the past 3 years.** Although there was a 2% point dip in timeliness from the 2015/16 peak of 91% completed on time.
- 3.29** Stage 2 corporate complaints are managed by the Complaints Service team on behalf the Chief Executive. The volume of Stage 2 cases for both the Council and BHP has increased by 28% and 52% respectively. The **timeliness of corporate Stage 2 complaint responses for the Council has improved by 14% points over 3 years,** however there was a 3% point drop in timeliness from the peak level of 88% in 2015/16. The Complaints Service team is continuing to review processes, workload and priorities, and is also working with service area managers to speed up the completion of final review complaints.

Recommendation: Complaints Service team should continue to improve internal processes and working arrangements with service managers to increase the timeliness of Stage 2 responses.



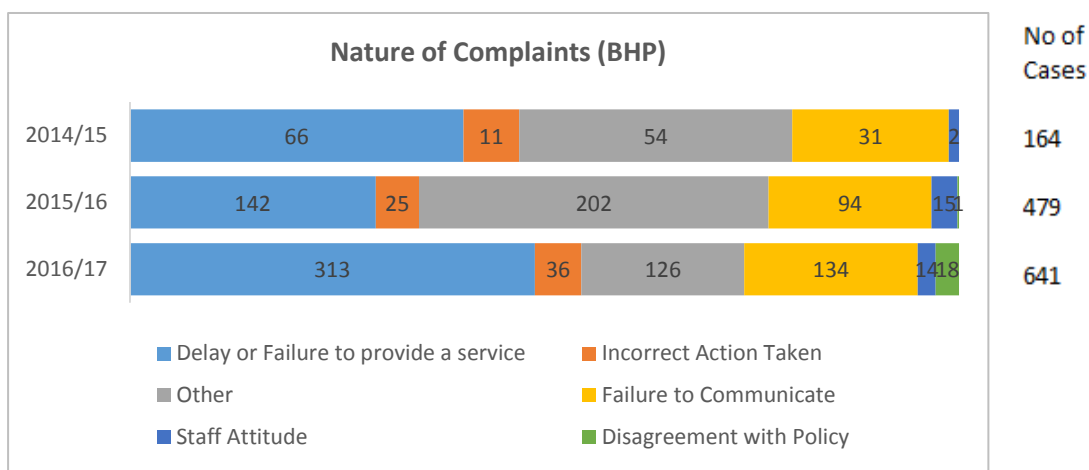
- 3.30 ***There has been a vast improvement in the timeliness of statutory Stage 1 complaints over the past 3 years***, with the Council achieving its best performance of 92% on time in 2016/17.
- 3.31 ***Timeliness of statutory Stage 2 complaints has also increased over the past 3 years and reached 58% in 2016/17***, however this is still considerably below the expected standard for the Council. Statutory Stage 2 complaints are typically very complex and most of the delays have occurred with Children's cases where there is a requirement for independent investigators and independent persons. The Complaints Service team and the CYP department are working together to improve processes and timescales of independent Stage 2 investigations.
- 3.32 Further information on departmental performance in 2016/17 and learning from complaints is provided Appendix C.

BHP – Complaint Received



- 3.33 ***The volume of Stage 1 BHP complaints has increased by 64% and Stage 2 complaint volumes have increased by 52% over the past 3 years.***
- The increase in first and second stage complaints in BHP reflects service delivery issues over the past 3 years that have been widely acknowledged.
 - Escalation rates have come down slightly over the last 3 years. In 2014/15, 1 in 7 cases were escalated to Stage 2 and in 2016/17 this went down to 1 in every 8 case being escalated.
 - The service breakdown of the 618 new Stage 1 complaints received in 2016/17 was: 57% - Property Services, 21% - Neighbourhood Services, 10% - Customer Response Team, 8% - Income Collection and 4% - Core Services & Development.

BHP – Nature of Complaints



3.34 As with the Council, 'service delay/failure' was the most common cause of complaints against BHP in 2016/17 and accounted for 49% of complaints received.

- Over three-quarters of the 313 complaints caused by service delay/failure in 2016/17 were upheld/partly upheld by BHP.
- The removal of the 'Other' category during 2016/17 on the iCasework system has meant that more specific root cause information has been captured on the system during the year.
- Communication failures and incorrect actions were the other two highest causes of complaints and these issues need ongoing attention in BHP.

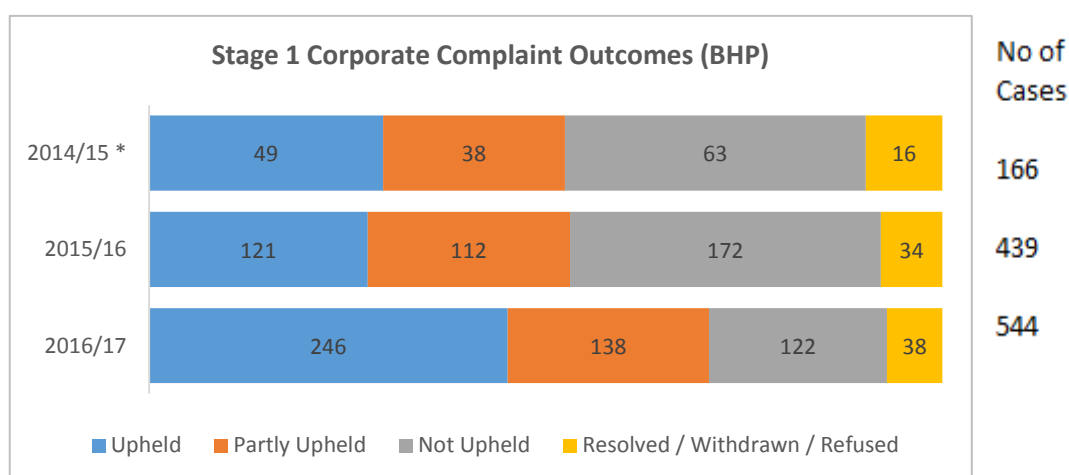
3.35 The table below lists the 3 services that received the most complaints in BHP during 2016/17 and the root causes of these complaints.

Brent Housing Partnership			
Top 3 Services	No of Stage 1 Cases	Stage 1 as % of BHP Total	Root Causes
Property Services	353	57%	<ul style="list-style-type: none"> • Delay in job completion • Poor Communication • Service Failure
Neighbourhood Services	130	21%	<ul style="list-style-type: none"> • Poor Communication • Harassment • Neighbour Dispute
Customer Response Team	60	10%	<ul style="list-style-type: none"> • Other • Poor Communication • Service Failure

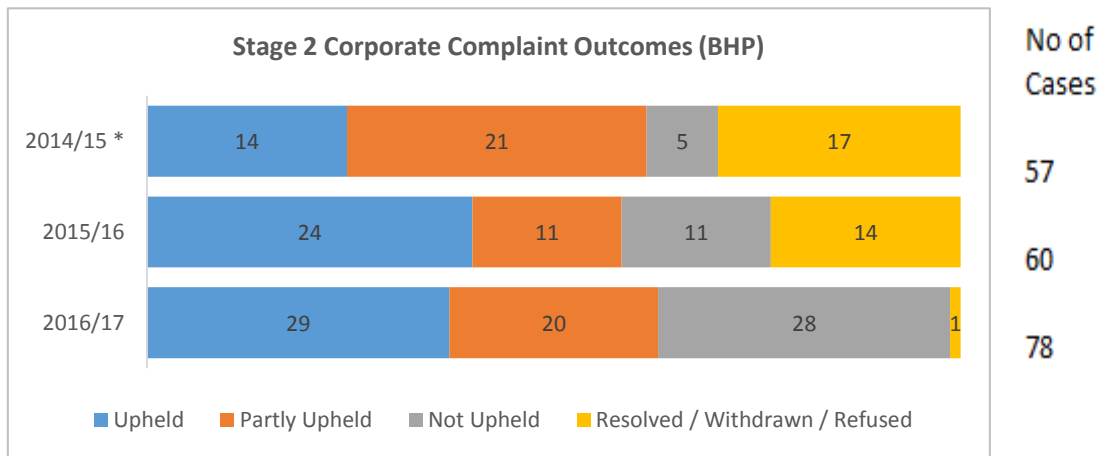
- 3.36 BHP and its contactors carry out over 25,000 repairs each year and most of these repairs are completed satisfactorily. In 2016/17, the bulk of BHP complaints were received by Property Services and there were over 350 cases regarding repairs. A number of these cases were escalated to the second stage and regrettably there were also some delays in implementing the repairs and corrective actions agreed at the final review stage. During the year a case study was carried out the Programme Management Office and Complaints Service team on a small number of cases involving problematic repairs. The learning points essentially confirmed systemic issues and BHP officers were tasked with addressing these issues.
- 3.37 As BHP moves back into the Council as a Housing Management service the redesign of the repairs process with improved accountability is being prioritised within the operational transformation programme.

Recommendation: the Complaints Service team should work closely with the Housing Management Service management team to establish a new and effective complaints process and implement improved working arrangements to manage Stage 2 complaints.

BHP – Complaint Outcomes



- 3.38 More cases are being upheld/partly upheld at the first stage by BHP than in previous years.**
- 71% of cases were upheld/partly upheld in 2016/17 compared with 52% in 2014/15.
 - The increased volume of new complaints and increased proportion of cases upheld/partly upheld reflects a changing culture and greater willingness to accept faults and address mistakes within BHP.



3.39 *More cases are being upheld outright at the second stage.*

- Upheld cases has increased from 25% in 2014/15 to 37% in 2016/17.

3.40 *The number of cases not upheld at Stage 2 is also increasing*

- The proportion of cases not upheld has increased from 9% in 2014/15 to 36% 2016/17.
- This suggests that the first stage decisions to predominantly uphold/partly uphold cases were correct.

3.41 The Housing Ombudsman (HO) handles housing management referrals. The HO has not published an annual report on their decisions for quite some time, therefore the data provided below is taken from information recorded on the iCasework system.

3.42 ***There were 12 Housing Ombudsman cases recorded on the iCasework system in 2016/17***, compared with 8 cases on the system in 2015/16 and also in 2014/15.

3.43 ***Seven Housing Ombudsman cases were upheld in 2016/17***, 4 cases were not upheld and 1 case was closed after initial enquiries.

3.44 *The HO awarded compensation totalling £2,150 in 6 of these cases.*

3.45 The table below shows BHP compensation payments during 2016-17 and the two previous years, at all stages of the complaints process.

Stage	Year	BHP		
		No of Cases	Total Compensation	Average per case
Stage 1	2014/15	31	£6,418	£207
	2015/16	58	£20,395	£352
	2016/17	76	£19,972	£263
Stage 2	2014/15	30	£17,055	£569
	2015/16	32	£9,799	£306
	2016/17	51	£22,716	£445
Ombudsman	2014/15	*N/A	*N/A	*N/A
	2015/16	2	£160	£80
	2016/17	6	£2,150	£358
Total	2015/15	61	£23,473	£385
	2015/16	92	£30,354	£330
	2016/17	133	£44,838	£337

3.46 *The number of cases awarded compensation at the first stage has more than doubled and average compensation payments have also increased.*

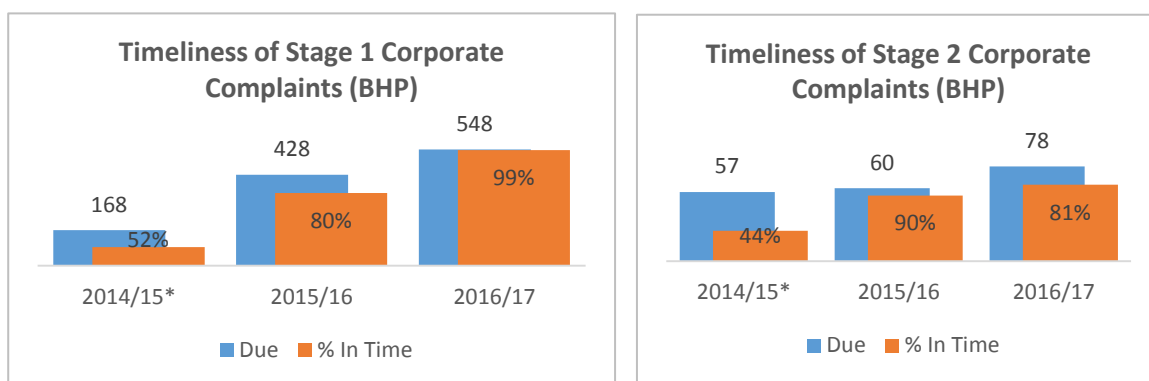
- This is in line with the increased rate of cases upheld/partly upheld at the first stage by BHP.
- The number of cases awarded compensation at Stage 1 has increased by 145% and the average amount of compensation awarded has increased by 27% over the past 3 years.

3.47 *The number of Stage 2 cases awarded compensation has significantly increased but average compensation payments have decreased.*

- Number of Stage 2 cases awarded compensation has increased by 70% over the last 3 years.
- Average compensation has decreased by 22% over the last 3 years.

3.48 Overall, the total number of all cases award compensation has doubled although the average compensation awarded has dropped by 12% in the past 3 years. This does reflect the increased willingness to accept fault and remedy mistakes.

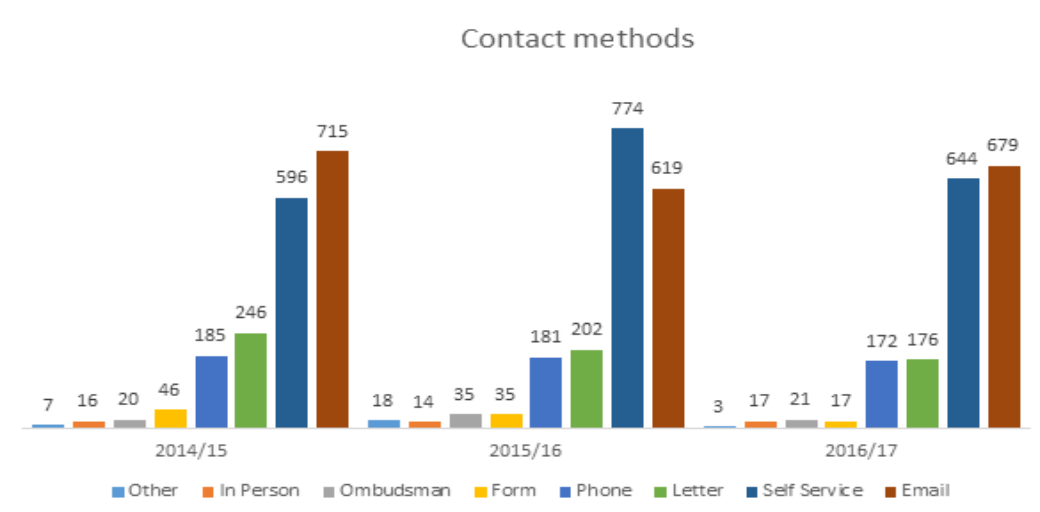
BHP – Timeliness of Complaints



- 3.49 ***Timeliness of Stage 1 cases has improved over the past 3 years,*** although the 99% performance figure shown on iCasework in 2016/17 is inaccurate. Over the last few months it has become apparent the some of the cases reported as closed on time in 2016/17 were not closed down correctly. Some of these cases had to be re-opened and the outstanding casework completed before the cases could be closed down properly. This extra work generated a backlog of complaints for the BHP complaints team at the start of 2017/18.
- 3.50 BHP's Stage 2 complaints are managed by the Council's Complaint Service team. ***Stage 2 timeliness has improved over the last 3 years, with a 37% point increase in performance in this area over the past 3 years.*** Performance dropped by 9% points in 2016/17 from the previous year, however it should be noted that there was a large increase in case volumes and there were some delays in getting the information needed from BHP to complete the investigations on time.
- 3.51 During the year the Complaints Service team has provided support to BHP in various ways including providing training, bespoke management reports and general advice and guidance. A member of the Complaints Service team also worked in the BHP complaints team for several months to help with casework. As BHP moves into the Council it is important that the Complaints Service team work closely with the new Housing Management Service to create an effective complaints function within the new service and develop improved ways of working on final review stage complaints (as recommended in paragraph 3.36)
- 3.52 Further information on BHP's performance in 2016/17 and learning from complaints is provided Appendix D.

Complaint Channels

- 3.53 The chart below shows the different channels used to submit complaints to the Council and BHP. The pattern of complaint channels used by the public has remained fairly stable with online and self-service methods being the most popular ways of submitting a complaint. Planned changes to the website should make it easier in future to contact us online about a complaint, service request or compliment. Other forms of contact such as telephone and letter will still be available, but we would expect to see a greater take up of online channels in future years.



4.0 Financial Implications

- 4.1 There are no direct financial implications arising from this report. Instead, the details provided on compensation payments reflect the monetary impact of not getting things right first time as an organisation and the need to improve the customer experience and therefore minimise the financial penalties incurred by the Council.

5.0 Legal Implications

- 5.1 Complaints concerning the Adult Social Care and Children and Young People departments come under separate statutory complaint procedures. It is a legal requirement to produce annual reports for these areas and these are included in appendices A and B with reference to the statutory frameworks for the management of these statutory complaints

6.0 Equality Implications

- 6.1 None.

7.0 Consultation with Ward Members and Stakeholders

7.1 Not applicable.

8.0 Human Resources/Property Implications (if appropriate)

8.1 None

Report sign off:

Peter Gadsdon

Director, Performance, Policy & Partnerships

Annual Complaints Report 2016 – 2017

Appendix A – Adult Social Care Complaints

Summary

1. This report provides an overview of complaints made about Adult Social Care (ASC) during 2016 – 2017 as required under The Local Authority Social Services and National Health Service Complaints (England) Regulations 2009, the Health and Social Care (Community Health & Standards Act 2003 and the Local Authority Social Services Complaints (England) Regulations 2006 and the Council's Corporate Complaint Process for all other complaints

Statutory Complaints Process

2. The Department of Health defines a complaint as, "an expression of dissatisfaction or disquiet about the actions, decisions or apparent failings of a council's adult social care provision which requires a response"
3. Anyone who has received a service; is currently receiving a service or is seeking a service from us can make a complaint. This includes anyone affected by decisions we make about social care, including a service provided by an external provider acting on behalf of the Council. In such a case they can complain directly to the provider or to us. External providers are required to have their own complaints procedures and must comply with them. They are also required to share this information on complaints and outcomes with the Council.
4. There is only one stage in this statutory process which allows for a provisional and then final decision. All complaints made to the Council are logged and acknowledged. The Council will try to resolve the complaint as soon as possible, and no later than within 20 working days. If delays are anticipated, the complainant is consulted and informed appropriately. All responses, whether or not a timescale has been agreed with the complainant, must be made within six months of receiving the complaint.
5. All complaints are signed off by the Head of Service and complainants are given the opportunity to have their complaint reviewed by the Operational Director, Adult Social Care, Community Wellbeing department. In some cases, some complaints may need to be passed on to the Safeguarding Leads as appropriate, where the complaints process may be suspended in order to allow the safeguarding process to be completed. In cases where the complaint is across several organisations, one organisation will act as the lead and co-ordinate a joint response to the complainant. The final complaint response must set out the Council's standard paragraph advising of their right to approach the LGO should the complainant remain dissatisfied.

Corporate Complaints Process

6. The Council's corporate complaints process has two stages
 - Stage 1: responded to by the Head of Service
 - Stage 2: Review / Investigation by the Complaints Service team on behalf of the Chief Executive

Headlines

7. The main headlines from ASC complaints performance are:

- 97 complaints received at the initial stage in 2016/17, 83 Statutory 14 Corporate (10% reduction from the previous year). Year on year reduction in volume.
- Highest volume service areas for Stage 1 complaints – Support Planning & Transitions (44%), Safeguarding & Hospital Discharge team (38%) and Commissioning (7%).
- 48% of Stage 1 cases were upheld or partly upheld.
- 92% of Stage 1 complaints were responded on time, significantly improved performance from previous years.
- £4,295 paid in compensation, a significant reduction on the previous year.

ASC Service Users

8. There are approximately 3,000 service users in ASC and approximately 3% of these customers or someone acting on their behalf raised a complaint about a service that they had received in 2016-17.

Complaints Received

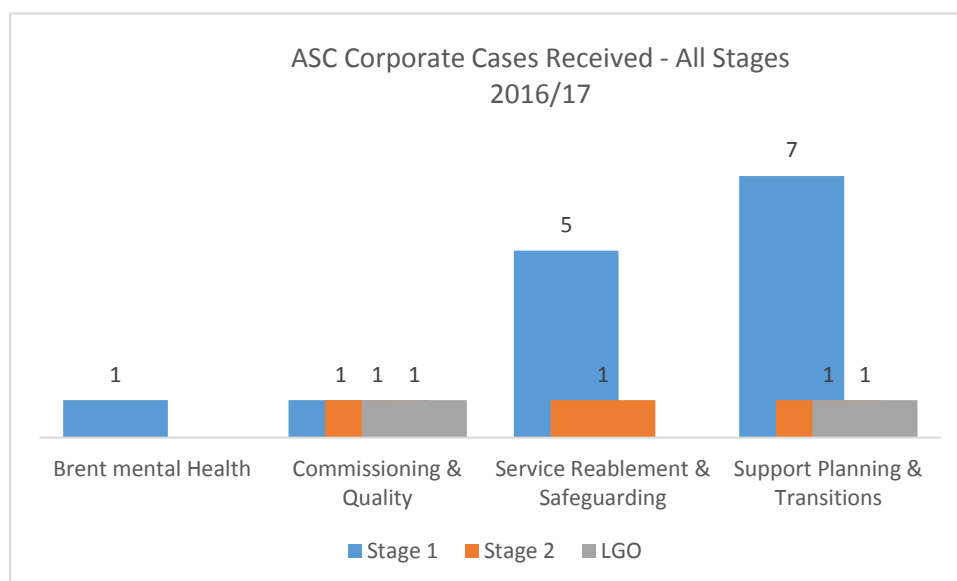
9. ASC received 83 Statutory Complaints and 14 Corporate Complaints a total of 97 complaints. This is a reduction of 10% on complaints received (108) in the preceding year 2015 -16 and a 17% reduction over the last two years. There have been a number of changes in the structure where teams such as the Client Affairs Team have moved from ASC to the Resources department. All Statutory complaints have been included in this report but Corporate complaints are included in the main Annual Complaints Report:

- **Support Planning & Transitions:** received 44% of the complaints made to ASC, this is an increase on the previous year. This team handle the more complex support cases and annual reviews and have to manage the realistic expectations of the families and service users. The complaints received by the team mainly consist of disagreements with the care package the service user has been assessed to receive. These complaints also often relate to disagreements in the type of accommodation that is most suitable for the service user. For example: can the service user reside at home with homecare support; do they need to be placed in a residential care home or live in extra sheltered accommodation. The council also has to consider value for money as well as the needs of the service user when providing services. These are complex and sensitive matters and can lead to disputes.
- **Home Care Providers:** ASC have approximately 1,700 care packages with home care providers and complaints received about homecare packages account for less than 1%. It has been suggested that the council receives a large number of complaints about home care providers, however this is not confirmed by the number of complaints that the council actually receives. The majority of concerns received are reported directly to the home care provider and resolved by them. Concerns are also raised directly with the commissioning team who will resolve such matters directly with the provider. The service user is made aware of the

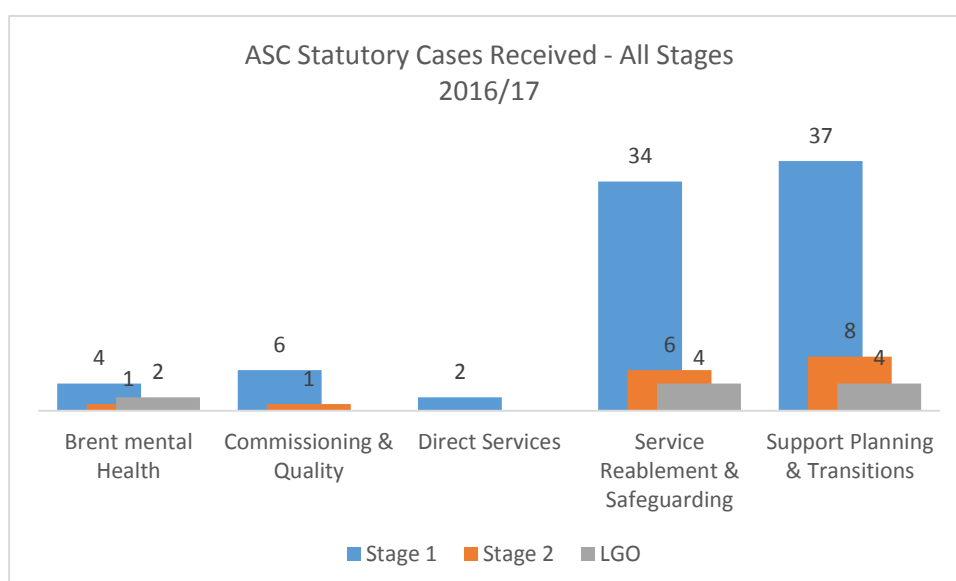
complaints process if they wish to use that route as a possible resolution to their concerns.

- **Safeguarding & Hospital Discharge Team:** accounted for 38% of complaints for ASC. The complaints are centred on the safeguarding team and hospital discharge team. Issues for the safeguarding team relate to the difficulties in managing the expectations of families who are often in dispute with each other over the financial / welfare of the service user. With regard to hospital discharge this generally centres on the assessed needs of the service user and the requirements of their families after the service user has been discharged from hospital.

10. The chart below shows the number of ASC corporate complaints received in 2016/17.

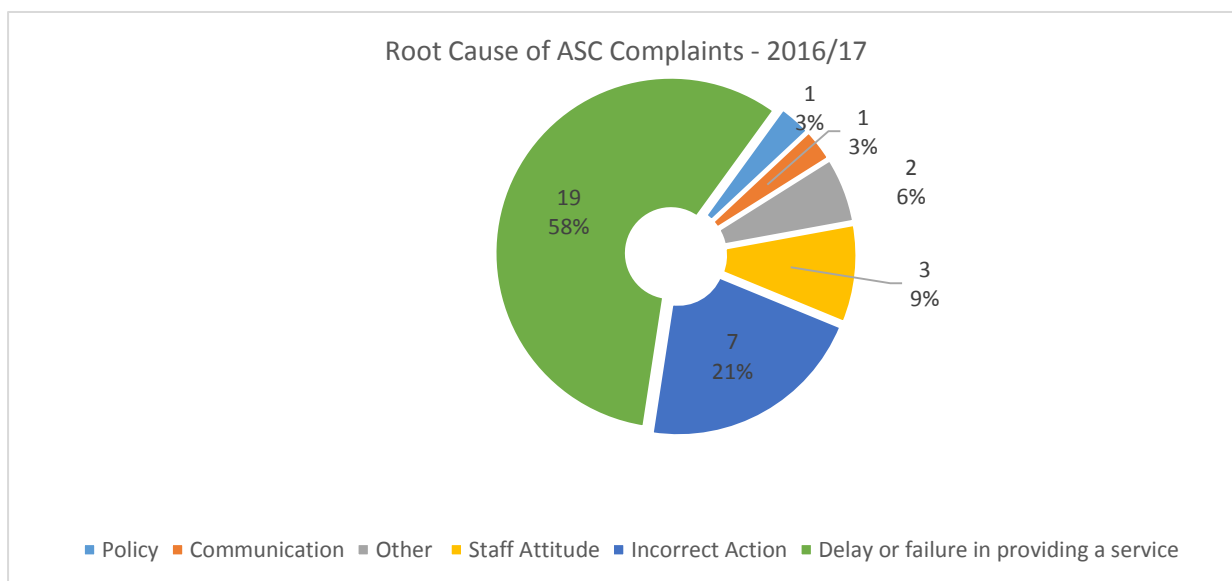


11. The chart below shows the number of ASC statutory complaints received in 2016/17.



12. Of the 85 statutory complaints received, 16 were escalated and were reviewed at the final stage which is comparable with last year. Of the 13 corporate complaints, 3 escalated to the final stage. In total there is a 19% escalation rate as compared to 17% in 2015/16. Over the last year there has been an improvement in complaint handling and managers are working closely with the Principal Complaint Service Officer improving their investigations skills. The Complaint Service team held regular training sessions for ASC managers and staff throughout the year.

13. Nature / Reasons for Complaints



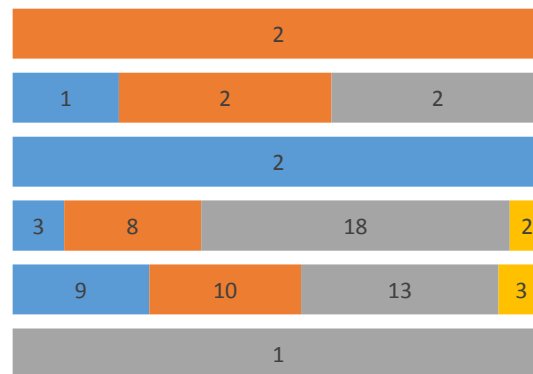
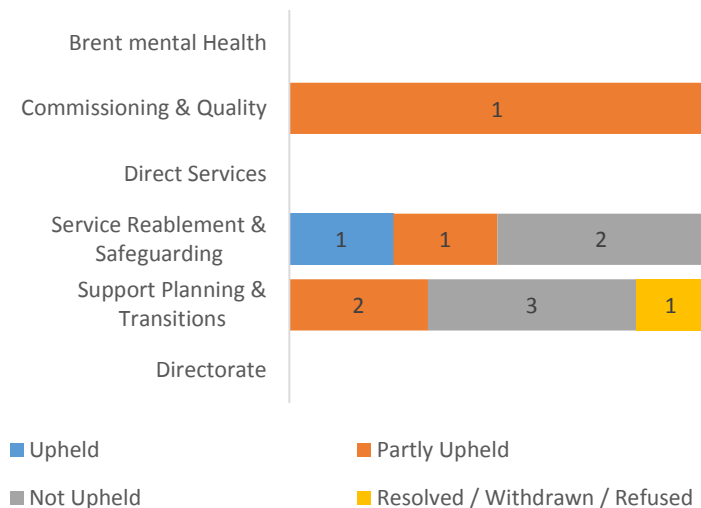
14. Complaints about delay or failure to provide a service accounted for over half of the complaints received. Incorrect Action accounted for 21% of complaints and staff attitude for 9% of cases.
15. It should be noted that complaints about staff attitude usually arise when social workers and service users have not been in agreement about actions taken or a decision that has been made. Complaints of this nature are not usually upheld and service users may subsequently feel that the Council did not meet their expectations.
16. Other examples of the types of issues that lead to complaints are listed below:-
- **Delay/failure to provide a service** – concerns raised about delays with care needs assessments.
 - **Poor communication** - a number of complaints were received regarding telephone calls not being answered and failure to respond to messages.
 - **Incorrect action taken** – when advising a client of their financial assessment the team had backdated the assessment to an incorrect date.

Complaint Outcomes

17. The chart below shows the outcome of complaints at Stage 1 and final review stage:

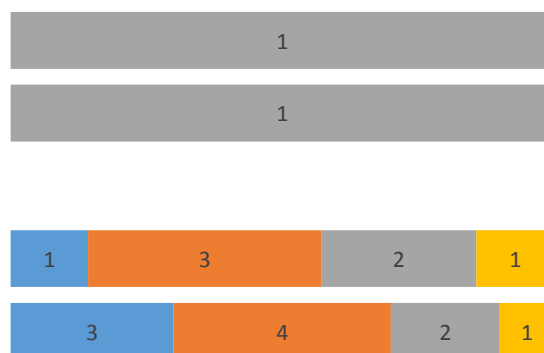
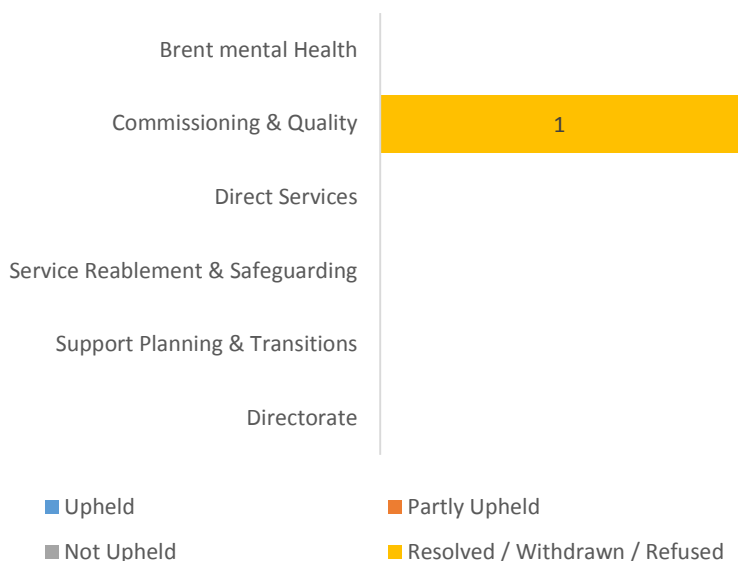
ASC Stage 1 Outcomes - Corporate

ASC Stage 1 Outcomes - Statutory



ASC - Stage 2 outcomes - Corporate

ASC Stage 2 outcomes - Statutory

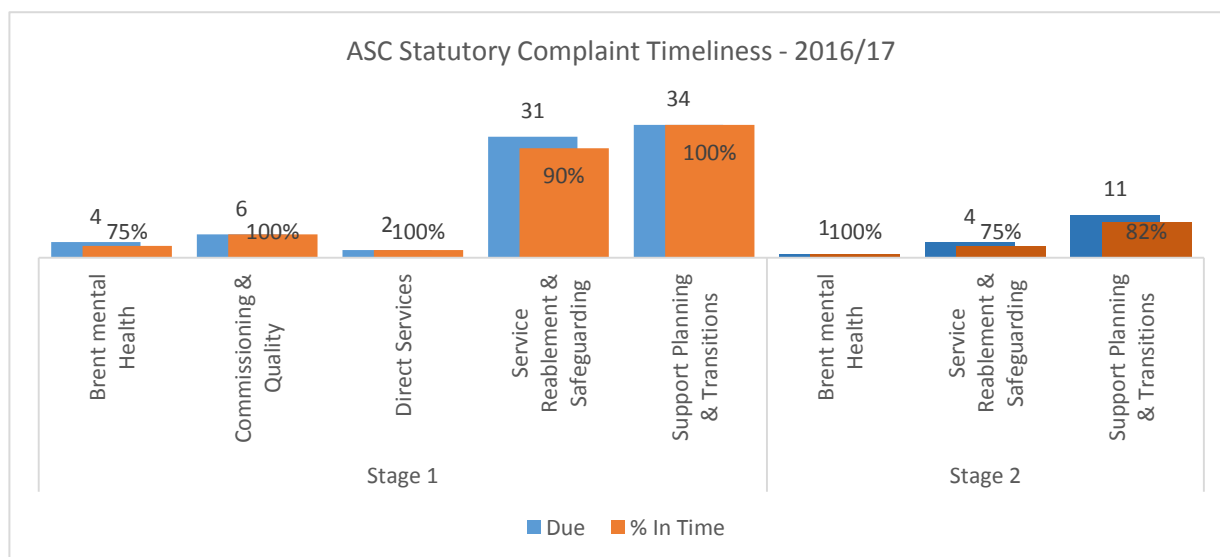
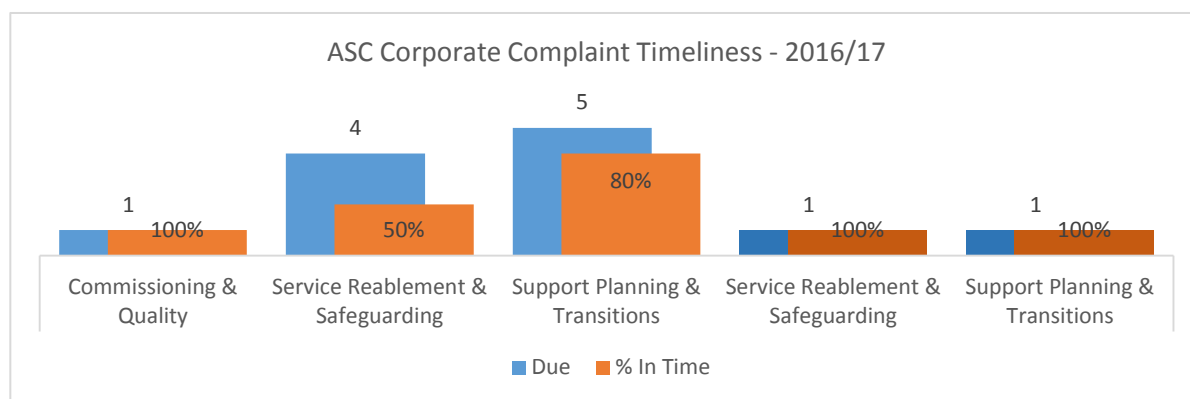


18. Complaints received for both Corporate and Statutory at the first/provisional stage shows that some fault by the Council (upheld or partly held) was found in 48% of cases. This compares to 65% in the year 2015/16.

19. At the final review stage fault has been found in 55% of cases (corporate and statutory). There has been an increase in complaints being escalated from both Support Planning/Transitions and Safeguarding/Hospital Discharge teams to the final review stage.
20. The Complaints Service team is working with managers in ASC to ensure the quality of the complaint investigation and the explanations provided to the complainant addresses all the issues raised. The very nature of these cases are complex and service users and their families will sometimes proceed through the complaint process and escalate to the final stage.

Timeliness of Responses

21. The chart below shows Stage 1 complaint response times across the various ASC service areas in 2016/17:



22. ASC responded to 92% of all complaints within timescales as compared to 78% in 2015/16, this was an improvement of 14% points on the preceding year and over the last 2 years performance has improved by 35% points. Although this is still below the council's target of 100% it shows year on year improvement and there is a continued focus within the department to achieve the council's target of 100%.

Compensation

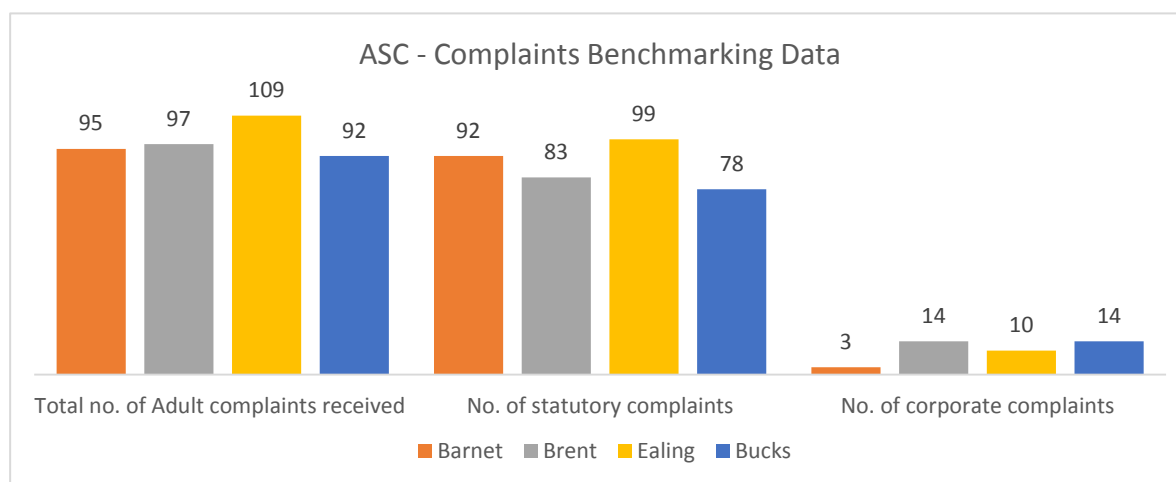
23. There has been a reduction in compensation paid out in 2016/17. In total ASC paid £4,295 in compensation. This was a reduction of £3,464 on 2015/16. No compensation payments were made at Stage 1. Seven cases were paid compensation at the final review stage. The LGO also awarded compensation in one case. As part of the training carried out by the Complaints Service Team an emphasis has been placed on remedies which includes considering when compensation should be awarded. The Council follows the guidelines that are published by the Local Government Ombudsman.

Local Government Ombudsman Decisions in 2016/17

24. The Local Government Ombudsman received 35 referrals for ASC up from 21 the previous year. The information below shows the outcome of these referrals, 6 referrals were closed after initial enquiries, and 16 were referred back to the Council's own complaint procedure. Twelve cases were investigated of which 2 cases were not upheld, 7 cases are still in the process of being investigated. Three cases were upheld as follows:
- **Case 1:** the Council had failed to act correctly in the way they discharged someone with mental health needs from aftercare services. The Council agreed to review their procedures
 - **Case 2:** the Council had unreasonably delayed in handling a claim for disability related expenditure and when completing a financial assessment failed to assess a client's needs properly or address the carer's needs.
 - **Case 3:** the Council had accepted fault in the actions of Care agencies in some aspects of care. There was no evidence of fault with the council in responding to the complainants concerns.
25. The number of ASC complaints upheld is similar to the previous year.

Benchmarking

26. Brent Council belongs to the North West London Social Care Complaint managers group. The Council has benchmarked the volume of complaints received against eight of our Central and West London neighbours. With regards to statutory complaints we have come third in the table behind Hillingdon and Buckinghamshire; with regards to all complaints we have come third behind Hillingdon and Barnet.



Customer Feedback and Engagement

27. The majority of customer contact with the Complaints Service team is reactive in that the team responds to direct contact from customers and their representatives when they report a problem with a service. The Complaints Service team has attended meetings with some provider and community organisations to introduce themselves and provided advice on the complaint processes. Through the initial contact the team has managed to resolve a number of complaints at the point of contact e.g. Delayed OT assessments / care assessments finding early resolutions to invoicing / billing queries that could have turned into more formal complaints.

Compliments

28. Customers and their representatives are encouraged to tell the Council if they are satisfied with their care or to highlight good service. People can send feedback to the Complaints Service team or ASC directly. In 2016/17, ASC and the Complaints Service team received 19 compliments about ASC. This is a 50% increase on the previous year. Some of these compliments were not logged on iCasework and the Complaints Service team is working with ASC to improve the logging of compliments on the system. Three examples of compliments are as follows:

- From a service user who required the service of an Occupational Therapist**

"I have been disabled for over 8 years, in that time I have had many occupational therapists, (OT) some have been good some bad (not all Brent Council). What I can say about Mr R from the first meeting I knew this OT actually understands what I need. The biggest problem for a disabled person is someone understanding their background and most of all LISTENING to him or her. I am happy to say Mr R ticked all the above and has gone above and beyond, what he has done in the short amount of time has changed my life for the better. He has been excellent in all cases from the initial meeting to the follow up and follow through
- From a relative**

"I know the Purchasing team have worked really hard to investigate placements and understand both the urgency and the real needs of their relative. Both the family and I really appreciate the Placement manager keeping us constantly updated and their understanding and empathy they have

shown to the family. The communication was a reassurance in a very difficult time. There has been a genuine care from the whole team for the family”

- **From a Mother** *“I am writing to express my heartfelt gratitude for the help and support given by our Social Worker. They have been able to recognise any shortfalls in our life and has managed to put in place the appropriate support to fulfil these shortfalls and make sure my daughter and I have the help we need. The Social Worker has been thoughtful and has always gone the extra mile to be there for us. We are truly grateful for their presence in our lives*

Learning from Complaints

29. Learning from complaints provides opportunities for services to be improved and shaped by customer experience. ASC managers are encouraged not only to respond to complaints fully but to identify learning points that can help improve services. Here are some examples of how customer feedback has changed and improved service delivery:

Customer Feedback - ‘You Said’	Service Area Changes - ‘We Did’
You told us that you did not want the care package when you were discharged from hospital.	<ul style="list-style-type: none"> • We found that we had put the package of care in place on the advice of the hospital. • We agreed to cancel the care package and remove all financial charges. It was agreed to review the process of providing care to service users discharged from hospital.
You have told us that you had requested a care assessment for your relative due to her finances reducing below the financial threshold for support. You were still paying for care and the savings were nearly exhausted	<ul style="list-style-type: none"> • We carried out an assessment and backdated the support to the point that the savings went below the threshold. We reviewed the waiting list to ensure that such cases were prioritised.
The complainant said that we had not protected their relative from being moved abroad	<ul style="list-style-type: none"> • We agreed that there were practice issues regarding communication and safeguarding managers have been made aware of these issues. We also agreed to share the need for detailed risk assessments to be completed with team managers

Martin Beasley
Principal Complaint Officer

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Annual Complaints Report 2016 – 2017

Appendix B – Children & Young People Complaints

Summary

1. This report provides an overview of complaints activity across the Children & Young People department in 2016-17.

Statutory Complaints Process

2. There are two types of complaint processes followed by Children & Young People (CYP). The Children Act 1989 Representation Procedure (England) Regulations 2006 for all complaints relating to actions taken under the Children Act (statutory complaints) and the Council's Complaint Process for all other complaints.
3. *The Children's Act 1989 Representation Procedure (England) Regulations 2006 has three stages:*
 - Stage 1: Local Resolution – responded by the Head of Service for the team complained about.
 - Stage 2: Independent Investigation – complaint is investigated by an "Independent Investigator" a person external to the service usually independent of the Council. We have to appoint an "Independent Person" who is independent of the Council.
 - Stage 3: Review Panel – the complaint investigation is reviewed by a panel of three Independent People appointed by the Council.

Corporate Complaints Process

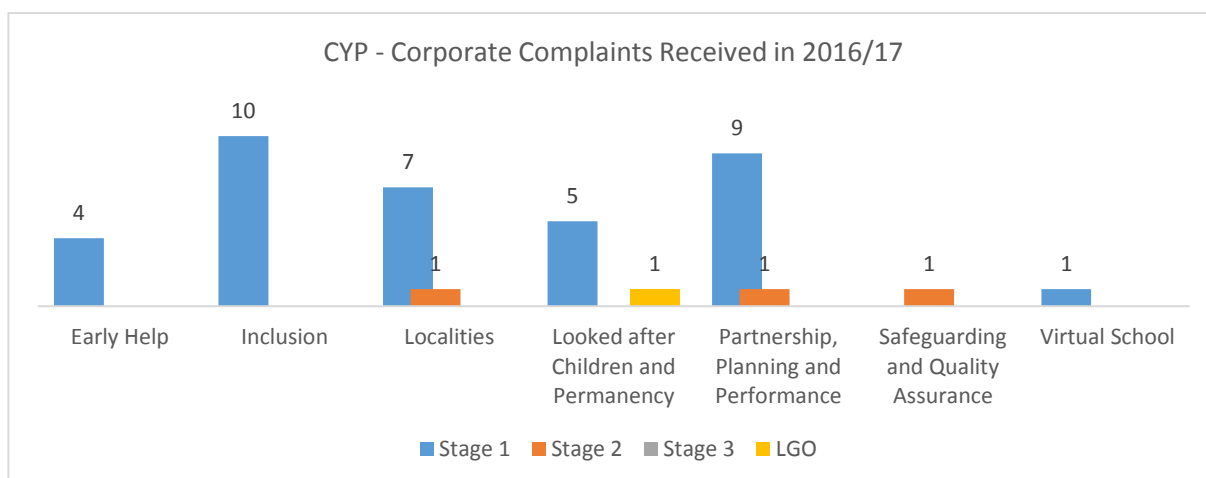
4. *Council's Corporate Complaints*
 - Stage 1: responded to by the Head of Service.
 - Stage 2: Review / Investigation by the Complaints Service team on behalf of the Chief Executive.

Headlines

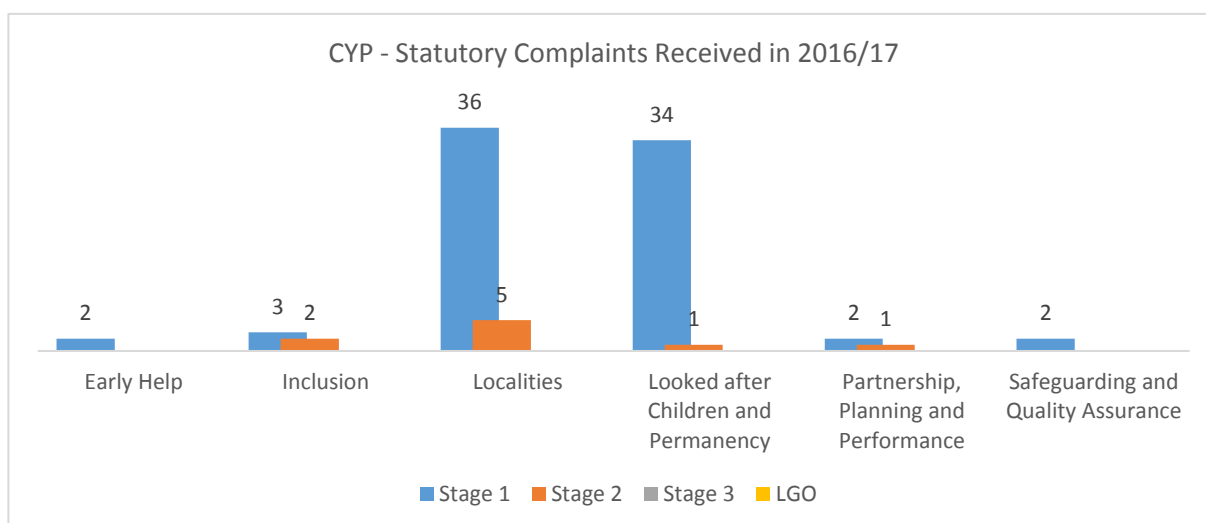
5. The main headlines from CYP complaints performance are:
 - Stage 1 complaint numbers have increased for the first time in five years.
 - 79 statutory Stage 1 complaints and 36 corporate Stage 1 complaints.
 - Low 10% escalation rate to Stage 2 for corporate and statutory complaints.
 - Main reasons for complaints received in 2016/17 were poor communication, delays or failure to provide a service, incorrect action taken and staff attitude.
 - 88% of all complaints responded to within target in 2016/17 (compared with 87% on time in 2015/16).
 - £7,977 compensation paid in 2016/17 on three cases.

Complaints Received

6. The chart below shows the number of corporate complaints received at Stage 1, Stage 2 and Local Government Ombudsman for 2016/17.



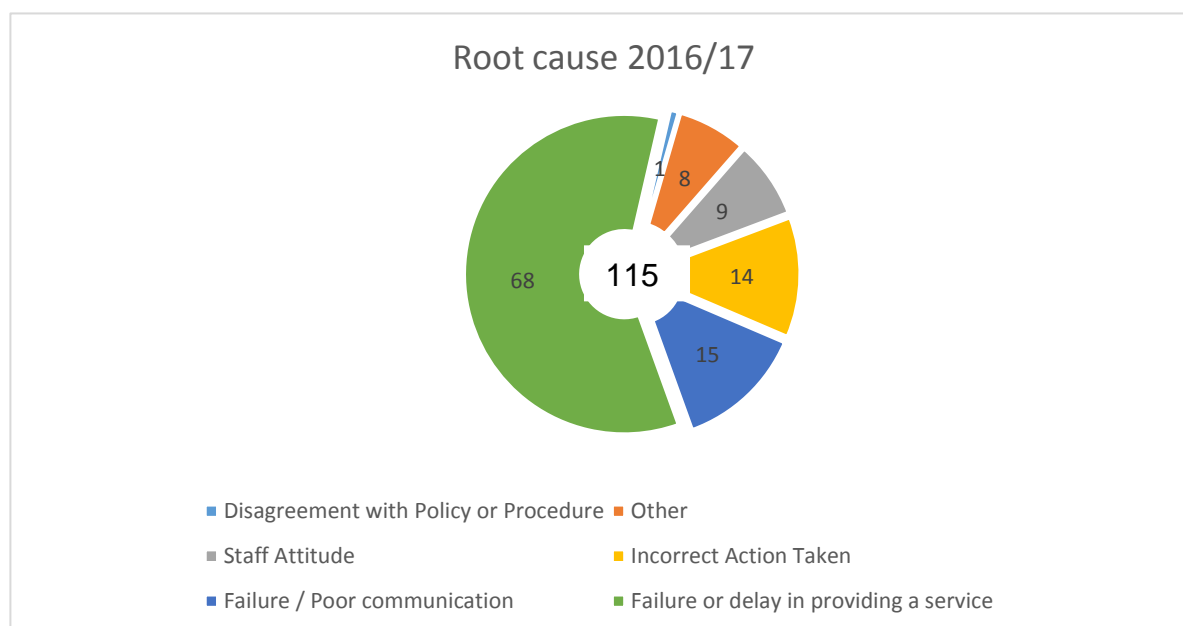
7. The chart below shows the number of statutory complaints received at Stage 1, Stage 2 and Local Government Ombudsman for 2016/17.



8. A total of 115 Stage 1 complaints were received in 2016/17, an increase of 4% on the previous year. This is the first increase for five years. This total consisted of 79 statutory complaints and 36 corporate complaints. There has been an increase of 61% in statutory complaints and a decrease of 42% in corporate complaints. The majority of complaints listed under Early Help and Inclusion, Setting and School Effectiveness teams were corporate complaints with the remaining complaints falling under the Children's statutory complaint procedure. As the table above indicates the majority of statutory complaints were in the Localities and Looked after Children teams.
9. The Council received 12 Stage 2 requests which is an escalation rate of 10% and comparable to last year. However, in line with the split at Stage 1, 9 of these were statutory complaints and 3 were corporate complaints.
10. Under the Children's statutory procedure the complainant has a right for their complaint to be heard by an Independent Review Panel at Stage 3. No Stage 3 panels were held

in 2016/17 and this reflects the positive work carried out by the Principal Complaint Service Officer and the two Operational Directors in resolving any remaining issues after the Stage 2 process.

Nature / Reasons for Complaints



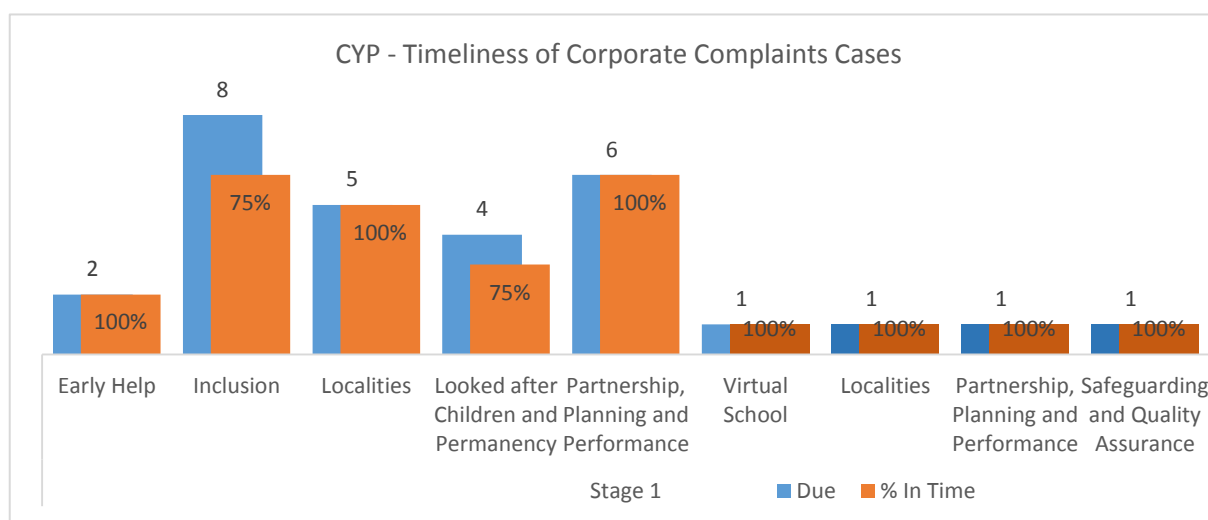
11. The main reasons for complaints received in 2016/17 were: delays or failure to provide a service, poor communication, incorrect action taken and staff attitude. Complaints about failure or delays in providing a service accounted for 59% of complaints received. Failure/poor communication and incorrect action taken each accounted for 13% of complaints and complaints concerning staff attitude accounted for 8% of complaints, (down from 15% in 2015/16).
12. Social care makes intervention in the best interest of the child, however families do not always agree with the action that has been taken and as a result may choose to make a complaint about this. Similarly the most common reasons for complaints against staff members are when they disagree with a decision that has been made, or alleged general poor service. There has been an increasing number of complaints received from partners or service users. Most often this has been from one of the partners not living in the family home (or they are not the primary carer for their children) and felt that social care services had not communicated with them enough.
13. It is probably true to say that many of the Stage 1 complaints reflect the unhappiness of parents and carers about some of the decisions made by social care staff acting in the best interest of the child. Whilst the feelings and views of parents and carers about these decisions are often understandable most of these complaints were not upheld.

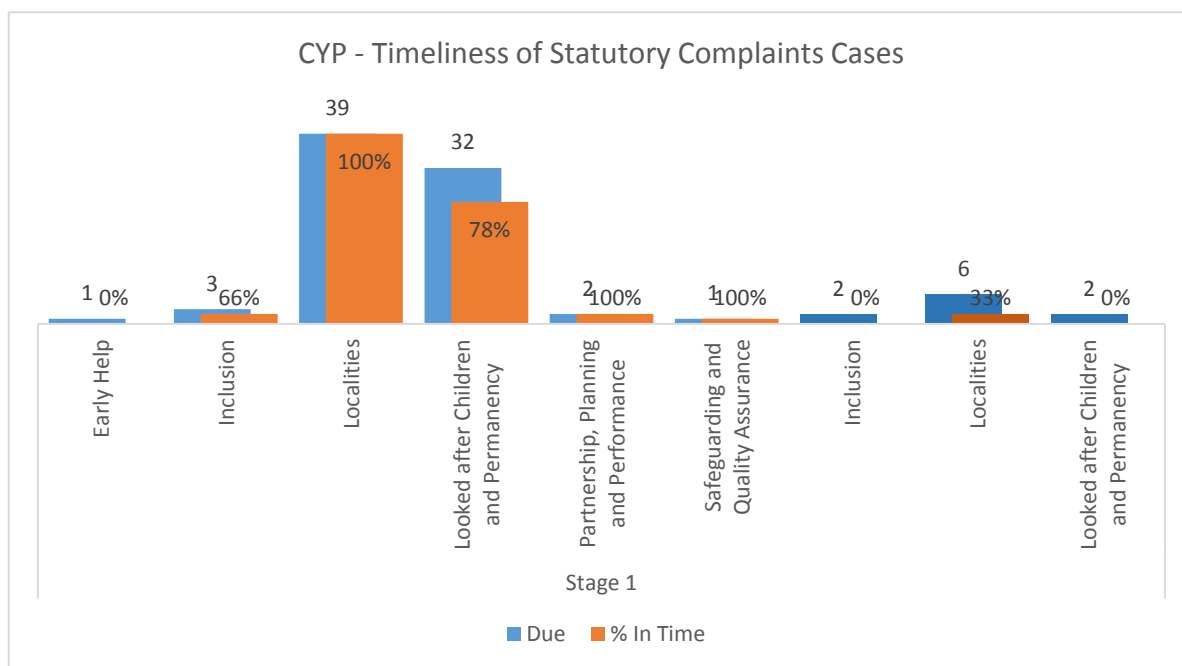
14. Examples of the types of issues that fall under each of the main reasons for a complaint are listed below:-

- ***Alleged poor staff attitude*** - much of the work of Localities staff involves them taking actions in connection with highly sensitive child protection or child in need issues, which parents or carers may not be in agreement with. This has for example led to complaints concerning the alleged limited impartiality of assessments.
- ***Delay in the payment of financial support*** – the complaint was that CYP did not recognise a kinship placement or that the child involved should be recognised as a looked after child (LAC) and that the Council had delayed in making the appropriate financial support to a LAC. The complaint investigation upheld the complaint and the outcome was to assess the amount of payment due.
- ***Poor communication*** - on completion of a child and family assessment CYP had not kept all the interested parties up to date with the completed assessment.

Timeliness of Responses

15. The chart below shows Stage 1 complaint response times by service area in 2016/17. CYP responded to 88% of all complaints within appropriate timescales. This is an improvement of 1% point on the previous year. In total 88% of statutory complaints and 88% of corporate complaints were answered within time. CYP needs to continue to have a strong focus in improving the timeliness and quality of responses in line with the Council target of 100%.

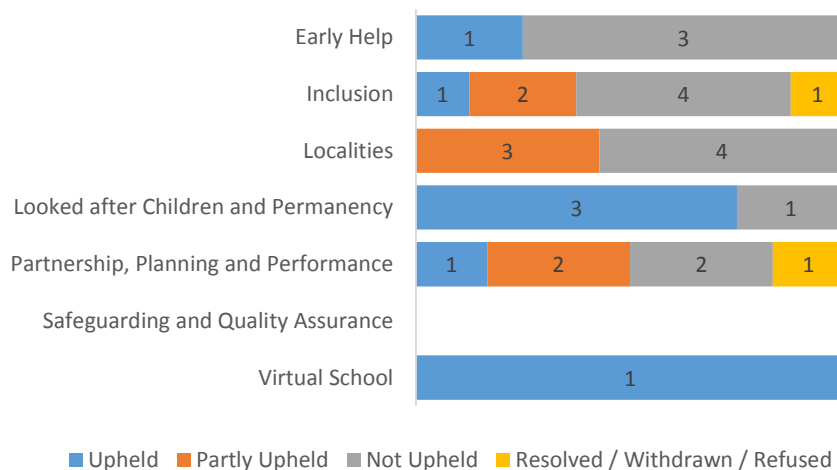




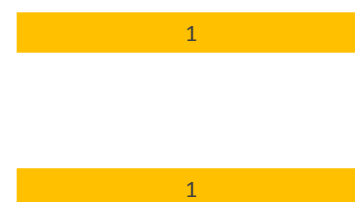
Complaint Outcomes

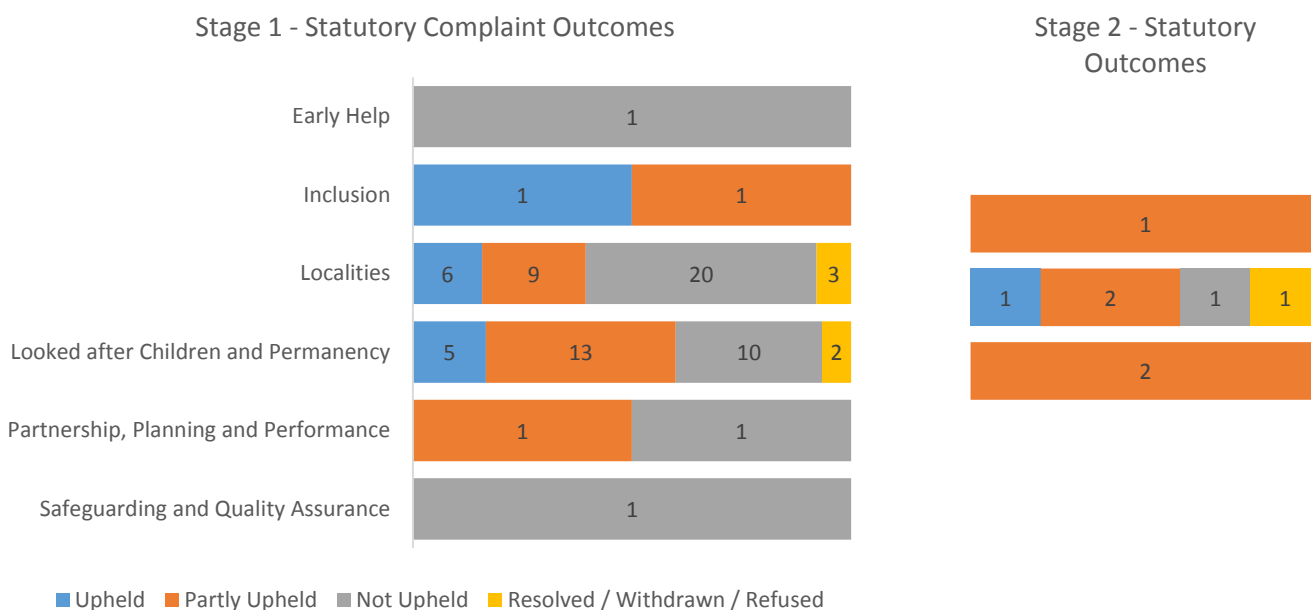
16. The chart below shows the outcome of complaints at Stage 1 and Stage 2

Stage 1 - Corporate Complaint Outcomes



Stage 2 - Corporate Outcomes





17. There were 104 cases decided during the year and in 48% of Stage 1 complaints CYP fully or partly upheld the complaint demonstrating a willingness by the service areas to admit errors or mistakes and to remedy the concerns raised.
18. A further 7% of complaints were resolved at the initial approach to the Complaints Service team.
19. The Council considered 8 statutory Stage 2 complaints and 2 corporate Stage 2 complaints during 2016/17. Of these 30% were resolved through intervention by Service Managers and the Complaint Service team. Some fault was found in 60% of cases and one case (10%) was not upheld. The Complaints Service team are working with managers in CYP, to improve investigation and correspondence skills when dealing with Stage 1 complaints.
20. Of the 6 cases in which fault was identified at Stage 2, one case progressed to Stage 3, however the review panel took place in early 2017/18 and has not been included in this 2016/17 report. Details of the six cases are summarised below:
 - The complaint concerned the way the Council had delayed the Child & Family assessment of a disabled child and the attitude of social workers to the complainant. The investigation partially upheld the complaint and it was agreed that the Council would complete a new child and family assessment, review the direct payment account and agreed for a mediation between the Council and complainant
 - The complaint concerned a child kinship placement with a relative. There were concerns about payments. The complainant was unhappy with the support received from the Leaving Care team. The complaint was partially upheld and the Council agreed to pay any allowances due, apologise and provide training for staff.

- This complaint concerned our failure to consider a complaint from a child about their parent and failure to properly record the child and family assessment and share the assessment with all parties. The Independent Investigator partially upheld the complaint and recommended: a) a meeting with the Operational Director; b) providing an apology; and c) paying compensation.
- The complaint relates to the actions of the social worker and manager in the course of undertaking a child and family assessment. This complaint was upheld and we agreed to hold a learning outcomes meeting to consider the findings with staff and that all staff should be reminded of statutory guidance on completing high quality assessments.
- The complaint refers to the complainant's involvement with the No Recourse to Public Funds / Intentionally Homeless team in CYP. This complaint was partly upheld. We agreed to discuss practice and learning points with staff and the need to record clear and accurate information.
- The complaint relates to the intervention of CYP, which resulted in the estranged parent making complaints regarding the child and family assessment. This was partly upheld and we agreed to remind staff of Freedom of Information legislation and the need for recording clear and accurate information.

Compensation

21. CYP paid out £7,977 compensation in 2016/17 on six cases. This is an increase from £1,250 in 2015/16. One complainant was awarded £25 at Stage 1, and three payments totalling £6,702 were paid at Stage 2. The payments were made due to a failure in procedures at a short break centre; an assessment that had not been completed correctly; and compensation payment to a LAC in conjunction with the staying put process. A further two payments came from Local Government Ombudsman decisions.

Local Government Ombudsman

22. The Local Government Ombudsman (LGO) received 15 referrals for CYP throughout the year and made decisions on 16 cases. Of the cases decided, 1 referral was closed after initial enquiries, 11 were referred back to the Council's own complaint procedure, 1 closed with advice given and 3 cases were upheld. The 3 LGO upheld cases are summarised below:
 - **Case 1:** there was a fault in the Council's records of its decision to commence child protection investigations which calls the decision into question. The LGO accepted the Council's remedy as agreed at the independent review panel and the LGO upheld the complaint.
 - **Case 2:** The Council did not accept the complainant as a Looked after Child, when they became homeless at 16. As a result they missed out on a package of care they would have been entitled to as a looked after child and care leaver. The Council had argued that this had happened nine years ago and is not in their time limit for complaints. The LGO disagreed and decided the Council should pay compensation of £500 and implement a plan to ensure the complainant was not

disadvantaged. This resulted in a Personal Adviser and a pathway plan being completed. A further payment was made towards missed payments according to our policies.

- **Case 3:** the complaint was that the Council had failed to keep the parent properly informed and updated when their children were under child protection plans. The LGO has asked us to pay £750 compensation.

Learning from Complaints

23. Lessons learned from complaints can help shape and improve our services and the customer experience and there is a commitment in CYP for managers and staff to use this learning to improve services.
24. A few examples of how the learning points from complaints helped to improve services are provided below:

Customer Feedback - 'You Said'	Service Area Changes - 'We Did'
You told us about a delay in recognising a looked after child and delay in paying the due allowances.	<ul style="list-style-type: none"> • We agreed to provide refresher training for social workers in identifying Kinship Placements. • Provide Data Protection refresher training for Personal Advisors.
You told us about our failure to properly record information on assessments and to treat all partners equally.	<ul style="list-style-type: none"> • We agreed to remind staff of statutory guidance on completing high quality assessments and that these assessment should be shared with all interested parties. • To put in place a system for recording dates when assessments are given to the various parties.
Case related to the complainants involvement with the Intentionally Homeless Team in CYP.	<ul style="list-style-type: none"> • We agreed to review how we deal with those service users who are less keen to engage with us. • Provide clear written policies for the Intentionally Homeless Team in CYP.

Compliments

25. CYP logged 3 compliments on the iCasework database. This is lower than other Councils that we were benchmarked with. However this is not to say that we do not receive more compliments but we are not capturing them on the system.
26. Compliments can be recorded on the Council's comments system iCasework and managers are being encouraged to log any compliments. Here is an example of the one of the compliments received in 2016/17.
 - A mother praised a social worker in the east locality team for her professional investigation, she listened and explained very clearly what was happening.

Martin Beasley
Principal Complaint Service Officer

Annual Complaints Report 2016 – 2017

Appendix C – Council Departments

Introduction

1. This report provides a summary of corporate complaints performance at a departmental level across the Council in 2016/17. Adults and Children's statutory complaints performance are reported separately in Appendices A and B respectively.

Complaints Framework

2. The Council's Complaints Framework sets out the stages and timescales for handling both corporate and statutory complaints:

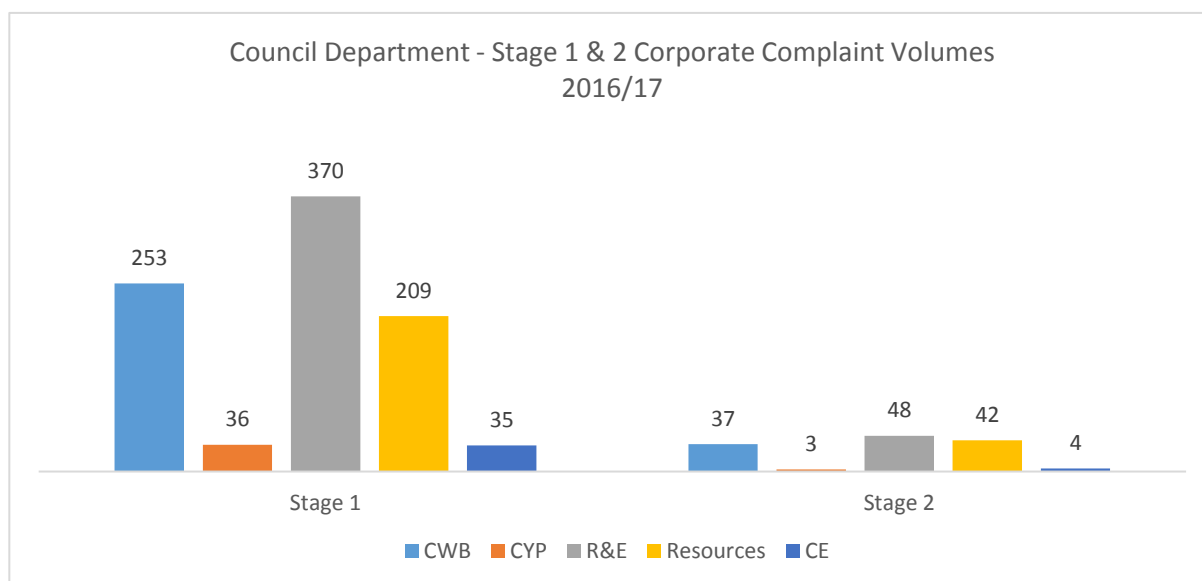
Complaint Type	Stages	Timescales (Written Response)
Corporate	2 stages + Ombudsman	Stage 1 - 20 working days Stage 2 - 30 working days
Adults (Statutory)	1 stage (provision/final) + Ombudsman	Stage 1 - 20 working days (extension up to 6 months in complex cases)
Children (Statutory)	3 stages + Ombudsman	Stage 1 - 10 working days (extension to 20 working days in complex cases) Stage 2 - 25 days (extension to 65 working days in complex cases) Stage 3 - 45 working days
Service Requests	N/A	10 working days

3. Initial acknowledgements should be sent within 5 working days for all of the complaint types shown above, with the exception of Stage 3 Children Statutory complaints where acknowledgements should be sent within 2 working days.
4. Service areas are responsible for the management and resolution of all corporate and statutory Stage 1 complaints. The corporate Complaints Service team manages final review/Stage 2 corporate complaints on behalf of the Chief Executive. Children's statutory complaints are reviewed by an independent investigator and independent person at Stage 2 and by an independent panel at Stage 3.

5. The outcome of a complaint is decided in one of these ways:
 - *“Upheld”* – this is where the Council has accepted responsibility for the matter arising. The complaint response will offer an apology, clarify what happened and the remedy to the problem. We will also identify actions to prevent this from happening again.
 - *“Partially Upheld”* – this is where the Council accepts some responsibility for part of the complaint. We will send a complaint response as above also highlighting our reason for not accepting the whole complaint.
 - *“Not Upheld”* – this means the investigation into the complaint has not found the Council at fault. The complaint response will explain our reasons for this decision.
6. It should be noted that departmental analysis provided for 2016/17 is based on the current departmental/service area structure, although the composition of departments has changed over recent months and years.

Complaints Received

7. The chart below shows the volume of first and second stage corporate complaints received by each department during 2016/17.

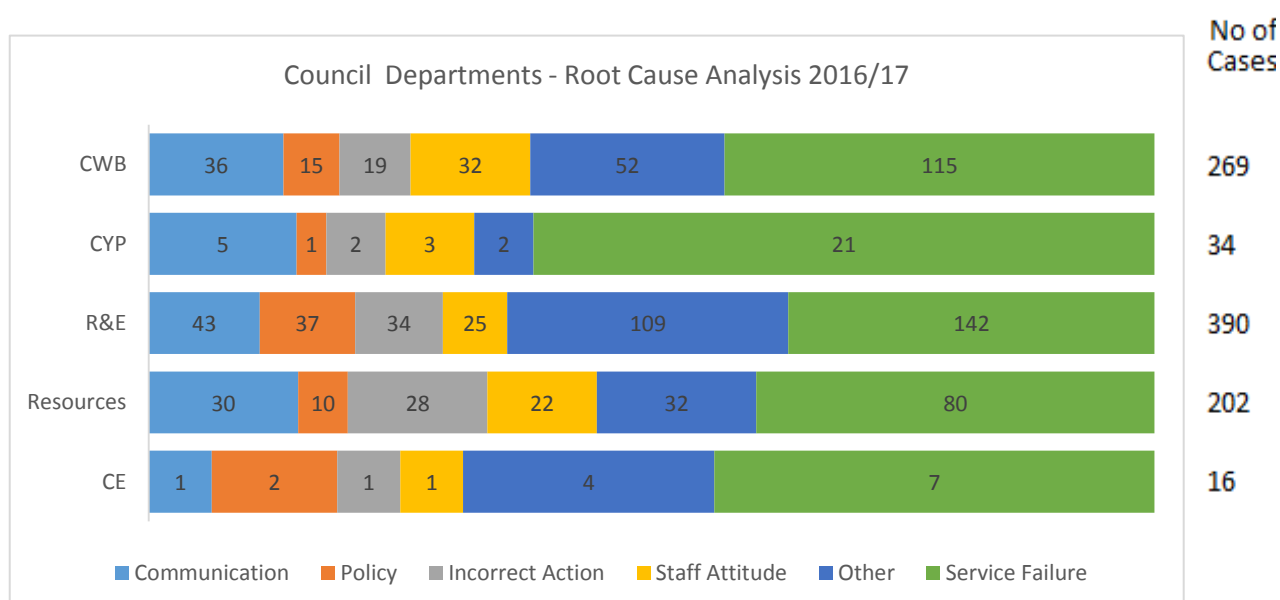


8. The breakdown of the 903 Council complaints received in 2016/17 was: 41% Regeneration & Environment (R&E) department, 28% Community Wellbeing (CWB) department, 23% Resources (Res) department, 4% Children & Young People (CYP) department and 4% Chief Executive’s (CE) department
9. Escalation rates for each department are shown in the table below:

Department	No. of Stage 1 Cases	2016/17 Escalation Rate
Regeneration & Environment	370	1 in 8
Community Wellbeing	253	1 in 7
Resources	209	1 in 5
Children & Young People	36	1 in 12
Chief Executive's	35	1 in 9
Council-wide	903	1 in 7

Nature/Type of Complaints

10. The chart below shows the root cause of complaints for each council department. Service delay/failure accounted for nearly half of all the corporate complaints received by the Council and was the primary cause of complaints in each department.



11. A further breakdown of the three service areas that received the highest number of complaints in each department is provided below:

Department	Top 3 Services	No of Stage 1 Cases	% of Total	Top 3 Root Causes
CWB	Housing	128	51%	<ul style="list-style-type: none"> Accommodation Services – Assessment Poor Communication Staff Conduct
	Culture	66	26%	<ul style="list-style-type: none"> Libraries – Computer Provision Libraries – Other Libraries – Events & Exhibitions
	PHS	38	15%	<ul style="list-style-type: none"> Housing Advice – Other Service Enforcement – Assessment / Housing Enforcement – Multiple Occupation - Safety

Department	Top 3 Services	No of Stage 1 Cases	% of Total	Top 3 Root Causes
CYP	Inclusion	10	28%	<ul style="list-style-type: none"> • Social Workers • Contract Issues • Service not provided
	Localities	7	19%	<ul style="list-style-type: none"> • Support / Contact • Assessment • Child Protection
	LAC & Permanency	5	14%	<ul style="list-style-type: none"> • No Classifications
R&E	Environmental Improvement	90	24%	<ul style="list-style-type: none"> • Contractor Conduct • Non Collection • Management Issues
	Highways & Infrastructure	64	17%	<ul style="list-style-type: none"> • Other Highways Issue • Other Pavement Issues • Highways Information and Advice
	Parking & Lighting	146	39%	<ul style="list-style-type: none"> • PCN Received • Payments / Parking Permits • On Street Enforcement – Not Taking Action
Resources	Benefits & Customer Facing	89	43%	<ul style="list-style-type: none"> • Benefits – Over Payments • Benefits – Change of Circumstances • Benefits – Other Service
	Revenues & Customer Contact Centre	53	25%	<ul style="list-style-type: none"> • Contact Centre – Officer Behaviour • Council Tax – Recovery • Contact Centre – Enquiry Handling
	BCS Social Care Functions	17	8%	<ul style="list-style-type: none"> • Communication • Service Failure

12. Service areas have undertaken a range of activities to improve their operations as a result of complaints about service issues. The Adult and Children appendices include several examples of improvements from complaints, four more examples are provided here for other departments.

Regeneration & Environment department

- *Cause of complaint:* a mother whose daughter had passed away complained that it had not been made clear to her that the Cemeteries Service charged a fee in certain circumstances for installing a memorial plaque/headstone at the gravesite. The complaint highlighted the value of ensuring information about the fee is communicated to service users through all possible points of contact.
- *Service improvement example:* all Cemeteries Service officers were therefore reminded to mention this when discussing memorial plaques / headstones with service users. Information about the fee was added to the list of recommended memorial masons issued by the Cemeteries Service. All the memorial masons on this list were reminded of the need to inform families of a possible installation fee when customers purchase a memorial plaque / headstone. The Cemeteries Service also waived the installation fee for the complainant in this instance.

Resources department

- *Cause of complaint:* the complainant was unhappy with the administration of her Council Tax account and the customer service they received in response to previous queries they had made about it. The complaint was not upheld because there were no errors in the handling of their account.

- *Service improvement example:* the final review complaint investigation did however highlight two generic customer service issues that were fed back to relevant managers: the need for officers to put their names rather than just generic job titles on all correspondence; the need for officers to ensure that if they promise to confirm a telephone conversation in an email on the same day they should do so.

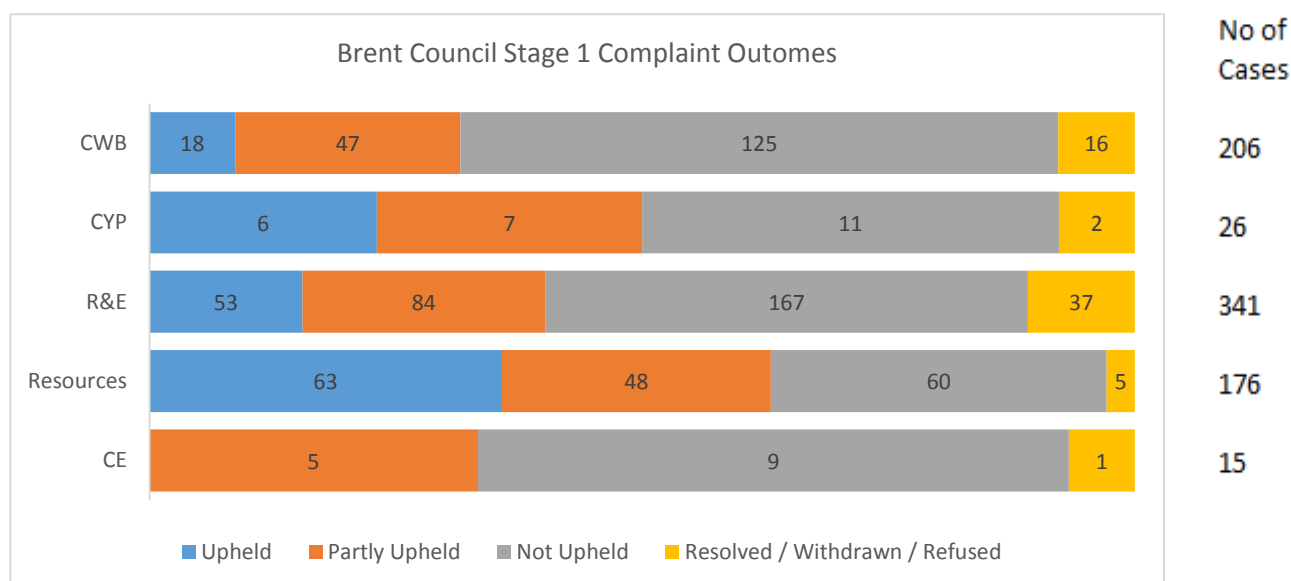
Community Wellbeing department – Housing Needs

- *Cause of complaint:* the complainant, a single person who would not qualify as homeless under homeless legislation, was assisted by the Housing Needs Care and Support team during his discharge from hospital. He was unhappy with what he considered to be unsuitable accommodation referrals.
- *Service improvement example:* the final review complaint investigation highlighted the need for relevant Care and Support officers to check all the available documentation relating to hospital discharge on Mosaic (the Adult Social Care database) before finalising hostel/bed and breakfast referrals to ensure a suitable referral is made. It also highlighted the usefulness of Care and Support officers referring available medical evidence to the District Medical Officer in order to assist their decision-making in similar situations in future.

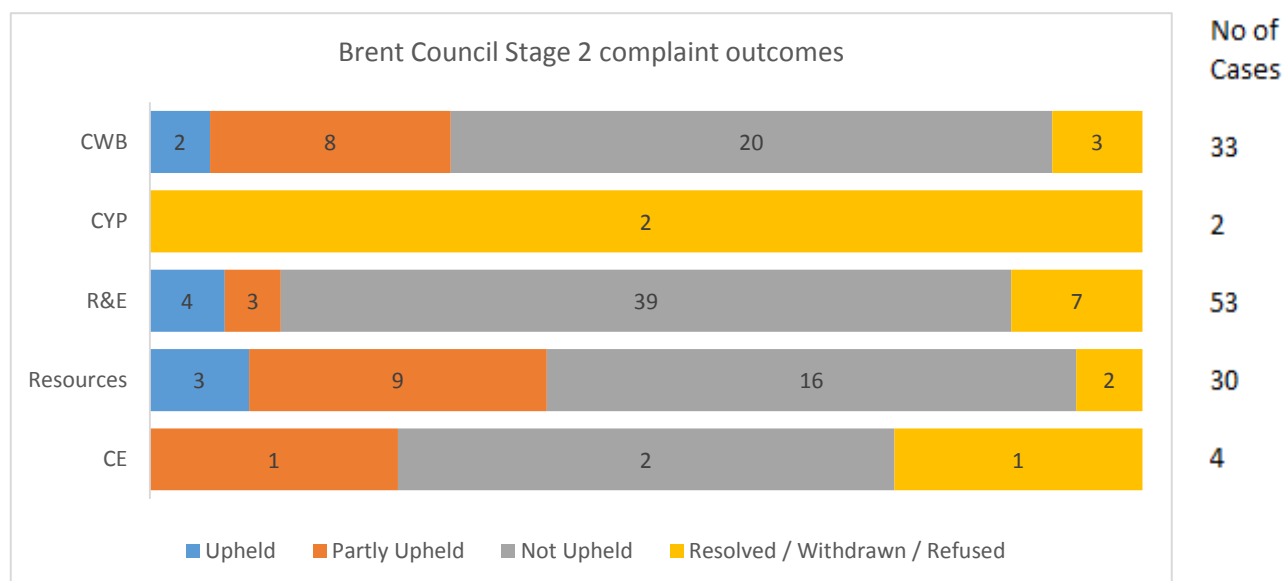
Community Wellbeing department – Libraries

- *Cause of complaint:* staff at one of Brent's libraries failed to enforce the Council's Private Tuition Fair Use Policy by not asking fee-charging private tutors to stop using the library as their personal tutoring space. The Council's Private Tuition Fair Use Policy prohibits fee-charging private tutors from teaching within Brent libraries. The complainant was concerned about the level of noise this generated in the library and stated that where there is a rule in place, it should be followed by all.
- *Service improvement example:* the final review complaint investigation highlighted the need for library staff to keep the use of the library by private tutors under closer review and to address any observations or trends during the next periodic review of the Council's Private Tuition Fair Use Policy. Library staff were also reminded of the Council's Private Tuition Fair Use Policy and the need for enforcement where the rules are not being followed.

Outcome of Complaints



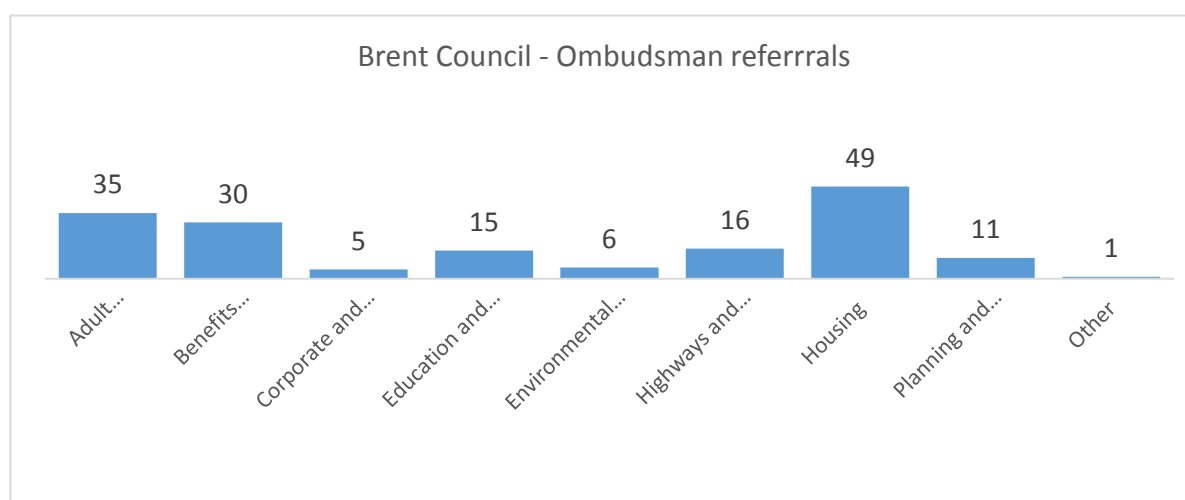
13. 43% of Stage 1 complaints were upheld/partly upheld council-wide in 2016/17. The Resources and CYP departments were above average with 63% and 50% of cases upheld/partly upheld respectively in 2016/17.



14. 27% of Stage 2 complaints were upheld/partly upheld council-wide in 2016/17. The Resources and CWB departments were above average with 40% and 30% of cases upheld/partly upheld respectively in 2016/17.

Local Government Ombudsman

15. There were 168 referrals to the Ombudsman; the LGO categorised these referrals under the services shown in the chart below:



16. The LGO upheld 17 cases against Brent in the following services:
- Housing – 8 cases.
 - Adult Care Services – 3 cases.
 - Education & Children's Services – 3 cases.

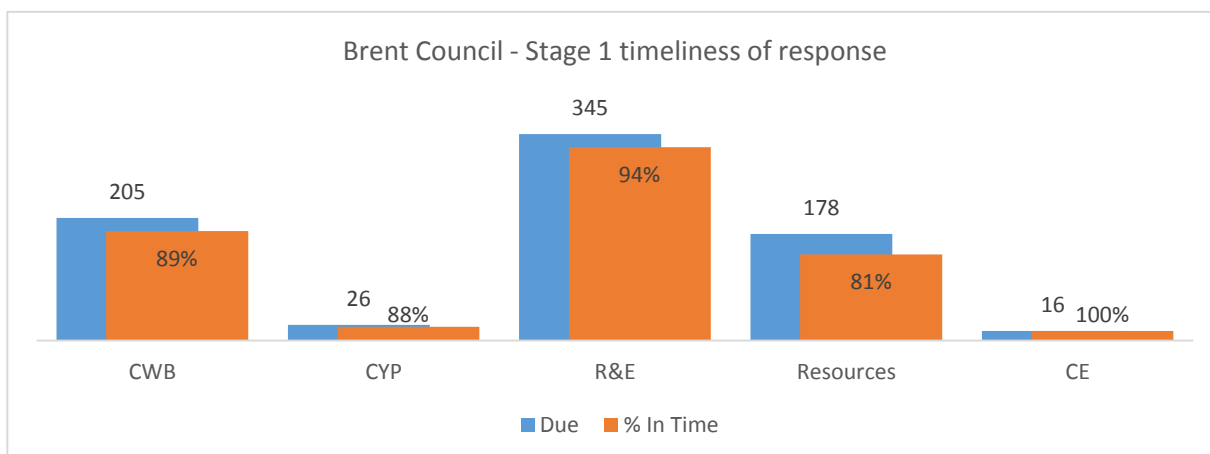
- Benefits & Tax – 2 cases.
- Highways & Transport – 1 case.

17. The breakdown of compensation paid by departments for corporate complaints in 2016/17 is shown below:

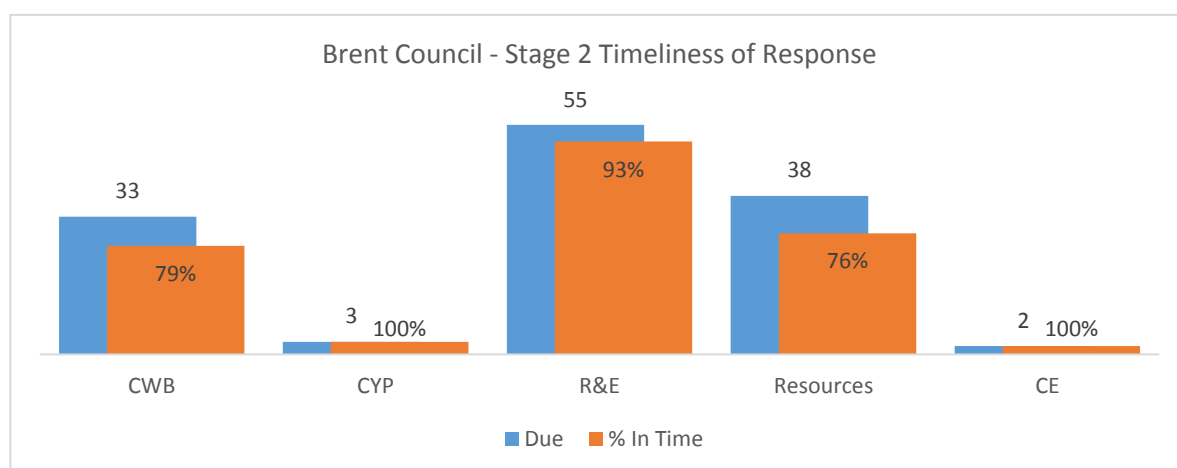
Department	Stages	2016/17		
		No of Cases	£ Cost	£ / Case
CWB	Stage 1 / Provisional	2	£580	£290
	Stage 2	7	£2,660	£380
	Ombudsman	5	£4,715	£943
CYP	Stage 1 / Provisional	0	£0	£0
	Stage 2	0	£0	£0
	Ombudsman	1	£500	£0
R&E	Stage 1 / Provisional	21	£1,902	£91
	Stage 2	8	£2,395	£299
	Ombudsman	0	£0	£0
Resources	Stage 1 / Provisional	9	£2,840	£316
	Stage 2	8	£7,350	£919
	Ombudsman	0	£0	£0
Council -wide	Stage 1 / Provisional	32	£5,322	£166
	Stage 2	23	£12,405	£539
	Ombudsman	6	£5,215	£869

18. Although the R&E department paid out compensation on the most number of cases at Stage 1, the average level of compensation paid was relatively low. The Resources department had the highest average amount of compensation paid at the final review stage and CWB had the highest average amount paid at the Ombudsman stage.

Timeliness of Complaints

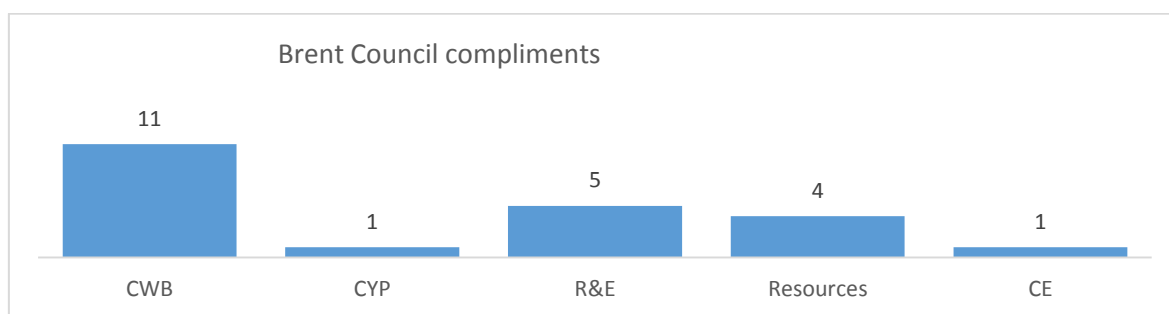


19. Overall timeliness in responding to complaints at Stage 1 in 2016/17 was 89%. R&E department not only had the highest volume of complaints but also achieved the highest levels of timeliness across the Council.



20. Overall timeliness at Stage 2 in 2016/17 was 85%. These cases are managed by the Complaints Service team (R&E department cases were the highest by volume across all departments and also had the best timeliness response rates).

Compliments



21. There has been an under-recording of compliments across the council, with 22 compliments recorded on the iCasework system during the year. Planned changes to the website will make it easier for the public to record their compliments directly online. A few examples of compliments received are listed below:

Parking

- *Thank you very much for the clarification and all the work you have put into solving this issue for us. It is much appreciated.*

Library Service

- *I wanted to write you a note to say how brilliant I, and so many others in the borough, think the Home Library Service is and how very much both the team and the volunteers are appreciated. Since my accident I've not been able to get to the library at all so the Home Library Service has become a real lifesaver and the delivery a monthly highlight. Not only is it an absolute joy to know that there will be great books, and films and music too, arriving each month but it is also always a real pleasure to deal with you all. I know you supply hundreds of people and yet you are all always so incredibly helpful, calm and reliable, I just don't know how you do it! The Service and the team really are exceptional and deserve every award going! Numerous thanks to you all!*

Benefits

- *Please note that during my claim assessment, Mr S has demonstrated a great degree of professionalism and understanding. He is very knowledgeable in his field. He has high level of customer awareness, and he has treated me with dignity and respect. I am writing to you because previously I have had several unpleasant episodes with the Housing Benefit department, up to the point when Mr S handled my claim, who then managed to resolve the issues satisfactorily. I wish him all the best in his job and recommend him for any future work promotion and appraisals.*

ASC Social Care and ASC Duty Team

- *Would like to thank all the staff at Brent social services who were so helpful with my brother's alarm. Especially a lady called S who kindly traced why all my brothers paperwork was missing. He has now got the alarm and it is peace of mind for me as he lives alone and is very vulnerable.*

CYP

- *Thank you for your report it's an excellent reflection of the issues and challenges I faced at the time of complaint. Also I think you argued my case very well. I was anxious at first wondering if I could trust you as an employee of Brent services, so I would like to thank you very much for the time and effort it has taken you to develop the report, and also for communicating with me in the meantime.*

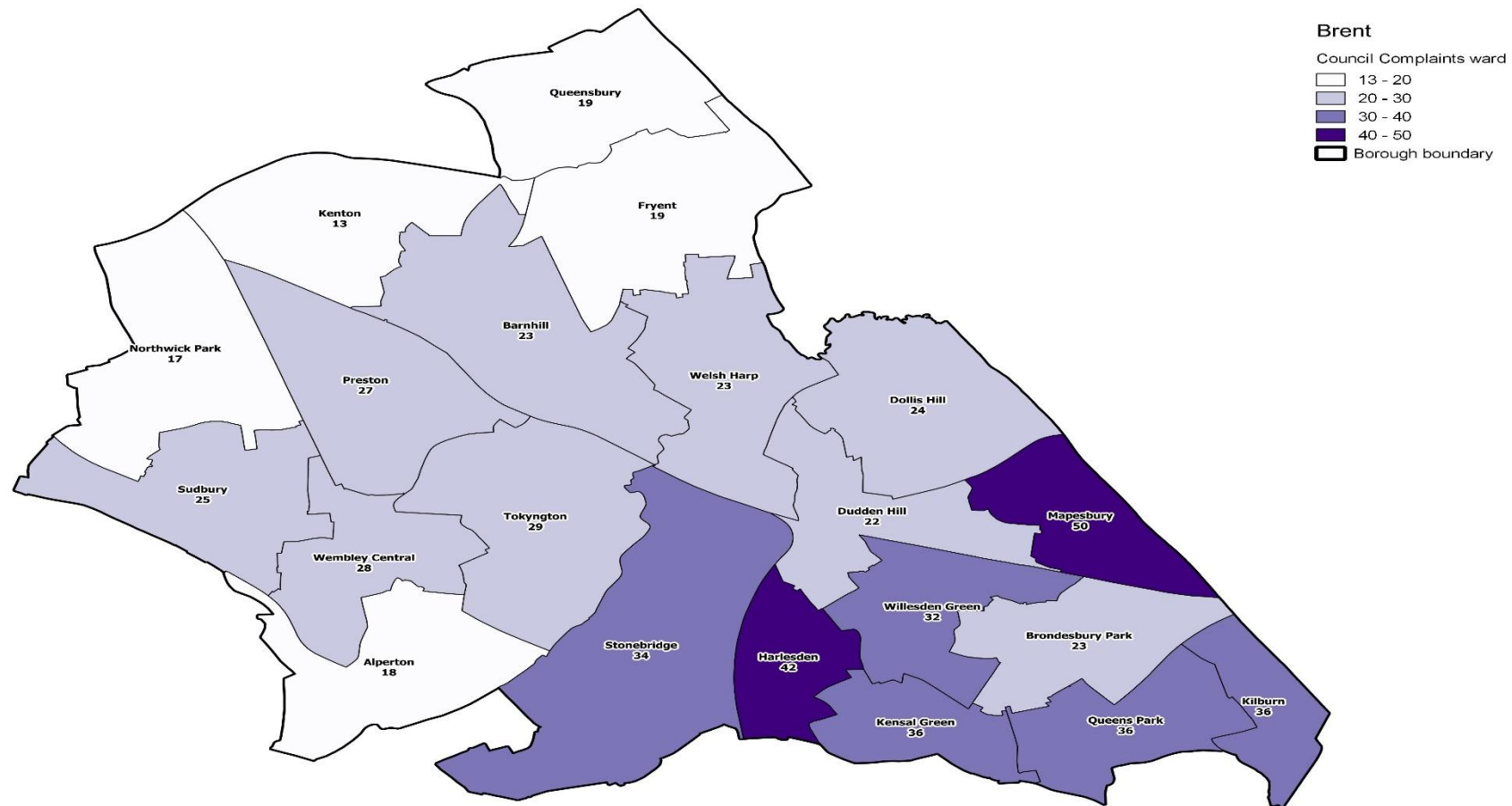
Diversity Data

22. The provision of diversity information by complainants is discretionary. The data shown below is the diversity information that was disclosed in 2016/17 and only gives us partial view of the diverse backgrounds of complainants. It cannot be considered to be representative off all complainants during the year.

Equality Characteristics	Sub-category	Count	% of Count
Gender	Male	172	45%
	Female	199	52%
	Prefer not say	12	3%
	Total	383	100%
Age	16-24	16	5%
	25-34	59	19%
	35-44	87	28%
	45-54	54	17%
	55-64	44	14%
	65+	31	10%
	Prefer not say	18	6%
	Total	309	100%
Ethnicity	African	21	8%
	Asian - Indian	40	16%
	Black	35	14%
	Asian - Non Indian	1	0%
	Mixed	20	8%
	White	87	35%
	Other	4	2%
	Prefer not say	40	16%
	Total	248	100%
Faith	Christian	83	33%
	Hindu	15	6%
	Jewish	2	1%
	Muslim	39	16%
	Other Religion	9	4%
	Agnostic	8	3%
	No Religious Belief	29	12%
	Prefer not to say	66	26%
	Total	251	100%

Map of Complaints by Ward

23. There were 579 postcodes supplied with Council complaints in 2016/17, the map below shows the distribution of these complaints by ward.



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Irene Bremang
Head of Performance & Improvement

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Annual Complaints Report 2016 – 2017

Appendix D – Brent Housing Partnership (BHP)

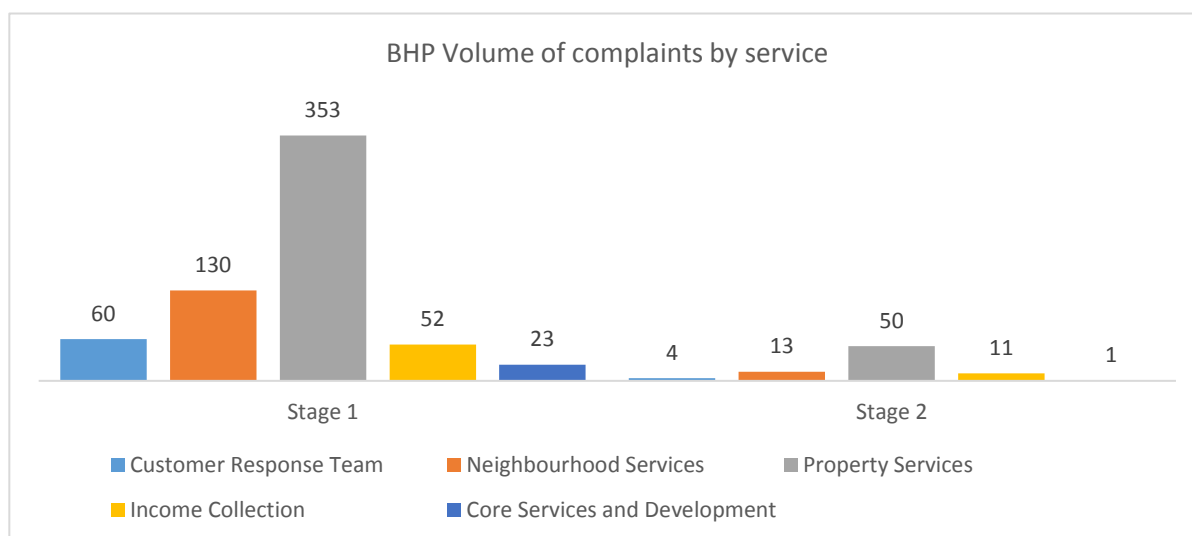
Introduction

1. This report provides an overview of complaints activity across the Brent Housing Partnerships (BHP) service in 2016-2017.

Complaint Framework

2. BHP operates a pre-Stage 1 complaints process that is used to refer some enquiries to their contractors to respond to in the first instance. BHP service areas are responsible for the local management and resolution of all corporate Stage 1 complaints. The Council's Complaints Service team manages final review/stage 2 corporate complaints on behalf of the Chief Executive.

Complaints Received

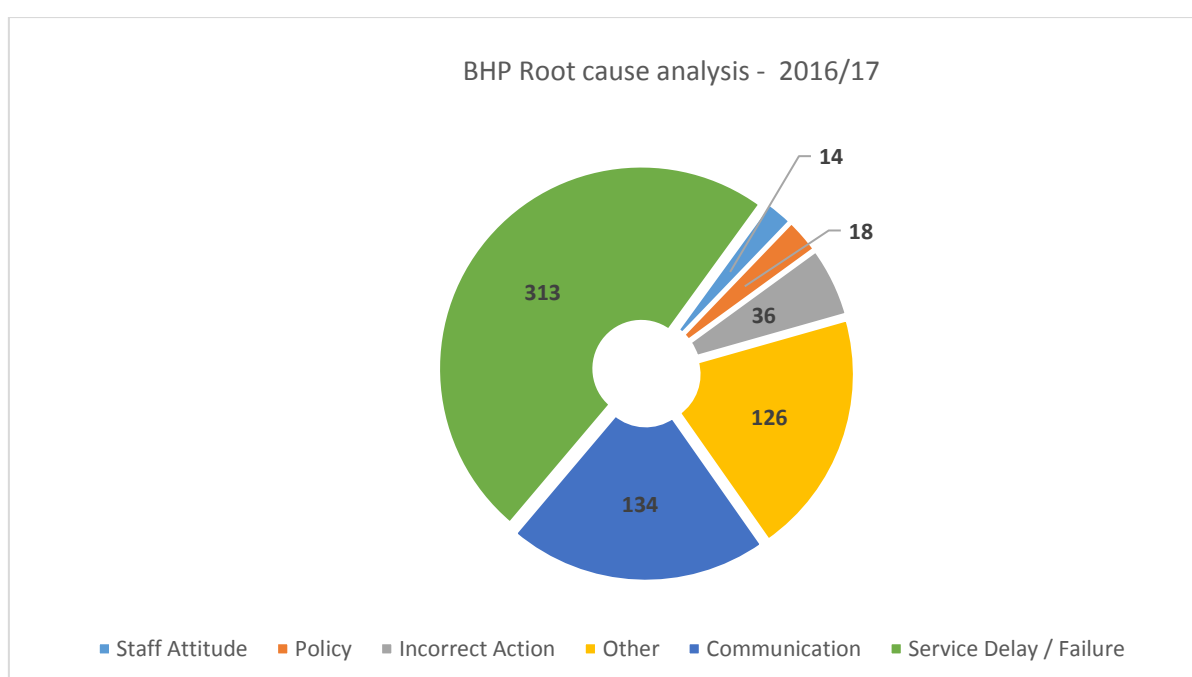


3. The breakdown of the 618 BHP complaints received in 2016/17 was: 57% - Property Services, 21% - Neighbourhood Services, 10% - Customer Response Team, 8% - Income Collection and 4% - Core Services & Development.

4. The escalation rates across these services were as follows:

BHP	No. of Stage 1 Cases	2016/17 Escalation Rate
Property Services	353	1 in 7
Neighbourhood Services	130	1 in 10
Customer Response Team	60	1 in 15
Income Collection	52	1 in 5
Core Services & Development	23	1 in 23
BHP Total	618	1 in 8

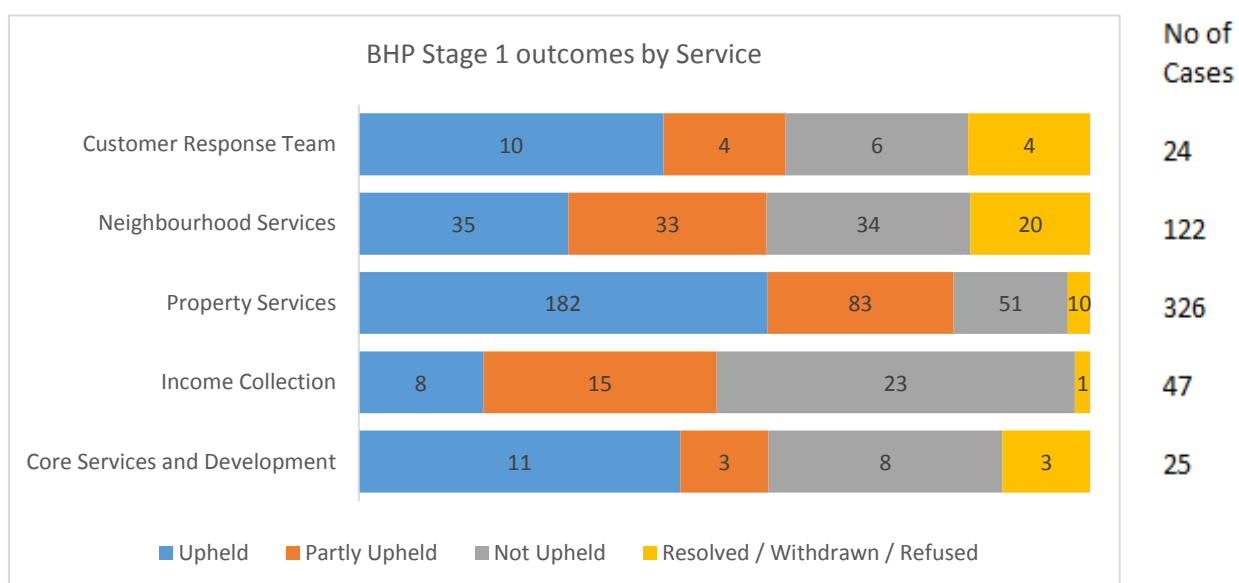
Nature/Type of Complaints



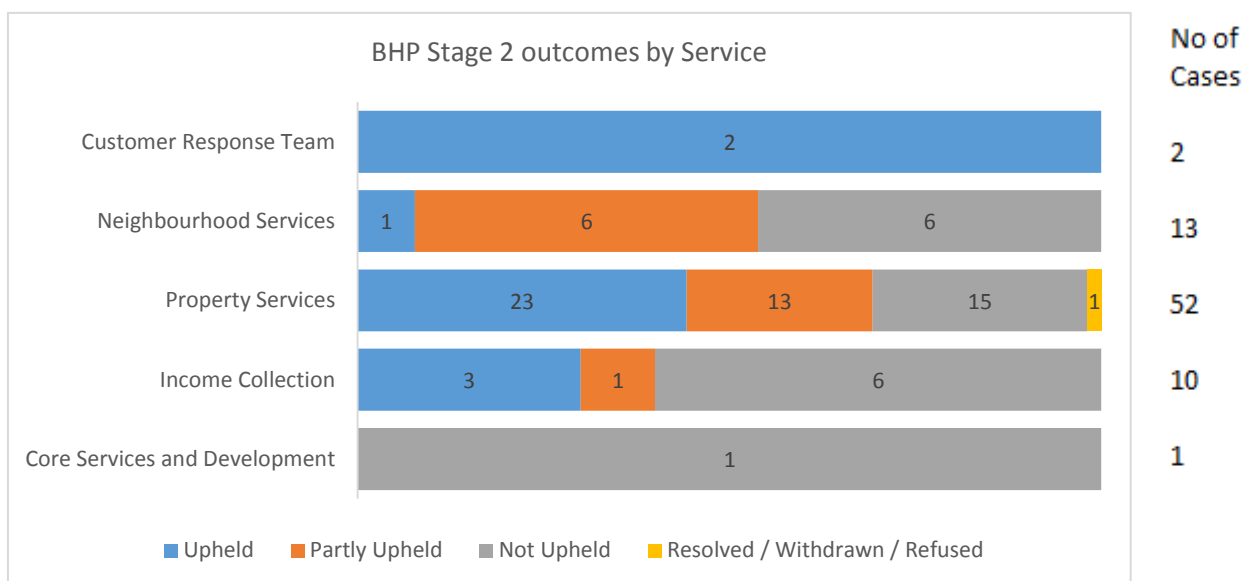
5. 'Service delay/failure' accounted for 49% of all complaints received. Communication failures were the root cause of 21% of cases and a further 20% of complaints were recorded under the 'Other' category during 2016/17. The removal of the 'Other' category during 2016/17 will give us better insight into the root cause of complaints in future years.
6. A further breakdown of the three service areas that received the highest number of complaints is provided below:

Brent Housing Partnership			
Top 3 Services	No of Stage 1 Cases	Stage 1 as % of BHP Total	Root Causes
Property Services	353	57%	<ul style="list-style-type: none"> Delay in job completion Poor Communication Service Failure
Neighbourhood Services	130	21%	<ul style="list-style-type: none"> Poor Communication Harassment Neighbour Dispute
Customer Response Team	60	10%	<ul style="list-style-type: none"> Other Poor Communication Service Failure

Outcome of Complaints



7. Overall 71% of BHP cases were upheld at the first stage:
- Property Services complaints were mainly to do with adaptations and planned and responsive repairs and 81% of the 326 cases were upheld/partly upheld.
 - Neighbourhood Services complaints centred on staffing, parking, low level anti-social behaviour and tenancy management. 56% of 122 cases were upheld/partly upheld.



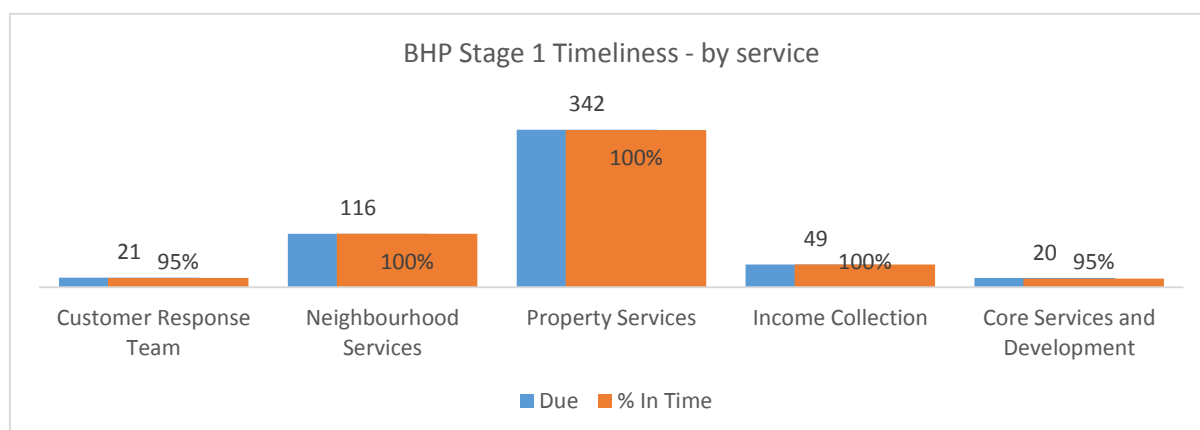
8. Overall 63% of BHP cases were upheld at the Stage 2:
- 69% of Property Services complaints (52 cases) were upheld at the second stage.
 - 54% of Neighbourhood Services complaints (13 cases) were upheld.
9. The information below on Ombudsman outcomes has been taken from the iCasework system because the Housing Ombudsman has not produced an annual report on decisions.

BHP Ombudsman Outcomes	2015/16	2016/17
Closed after initial enquires	1	1
Not Upheld	3	4
Upheld	4	7
Total	8	12

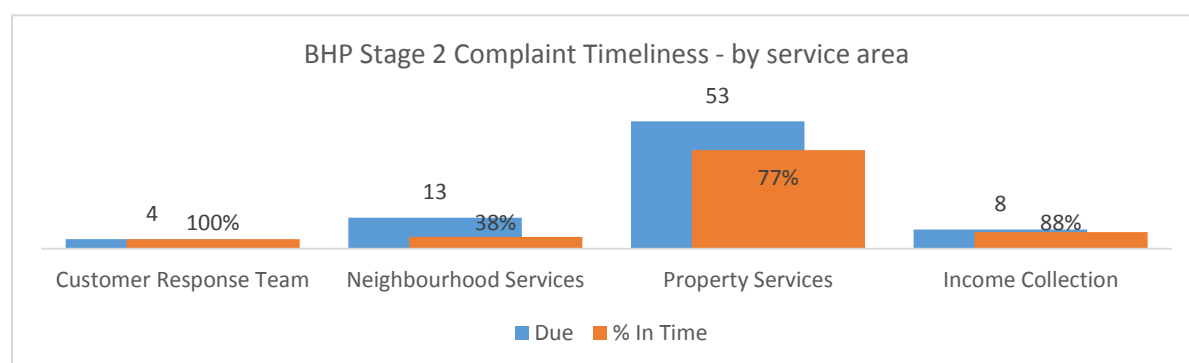
10. The breakdown of compensation paid in 2016/17 is shown below:

	Stage	No. of Cases	Total	Average per case
BHP	Stage 1 / Provisional	75	£19,472	£260
	Stage 2	52	£23,116	£445
	Ombudsman	4	£700	£175

Timeliness of Complaints



11. Although Stage 1 timeliness has improved from previous years, the timeliness rate recorded on iCasework is inaccurate as some of these cases were closed down without being dealt with fully. Some of these cases had to be re-opened and handled properly before being finally closed on the system.



12. Stage 2 timeliness is improving, although the majority of the delays occurred in finalising the final reviews with Property Services and Neighbourhood Services teams.

Compliments

13. BHP staff are generally not recording compliments on the iCasework system as there were only 3 compliments logged on the system during 2016/17. Two of the compliments were regarding repairs and the third compliment was about the usefulness of a resident's magazine.

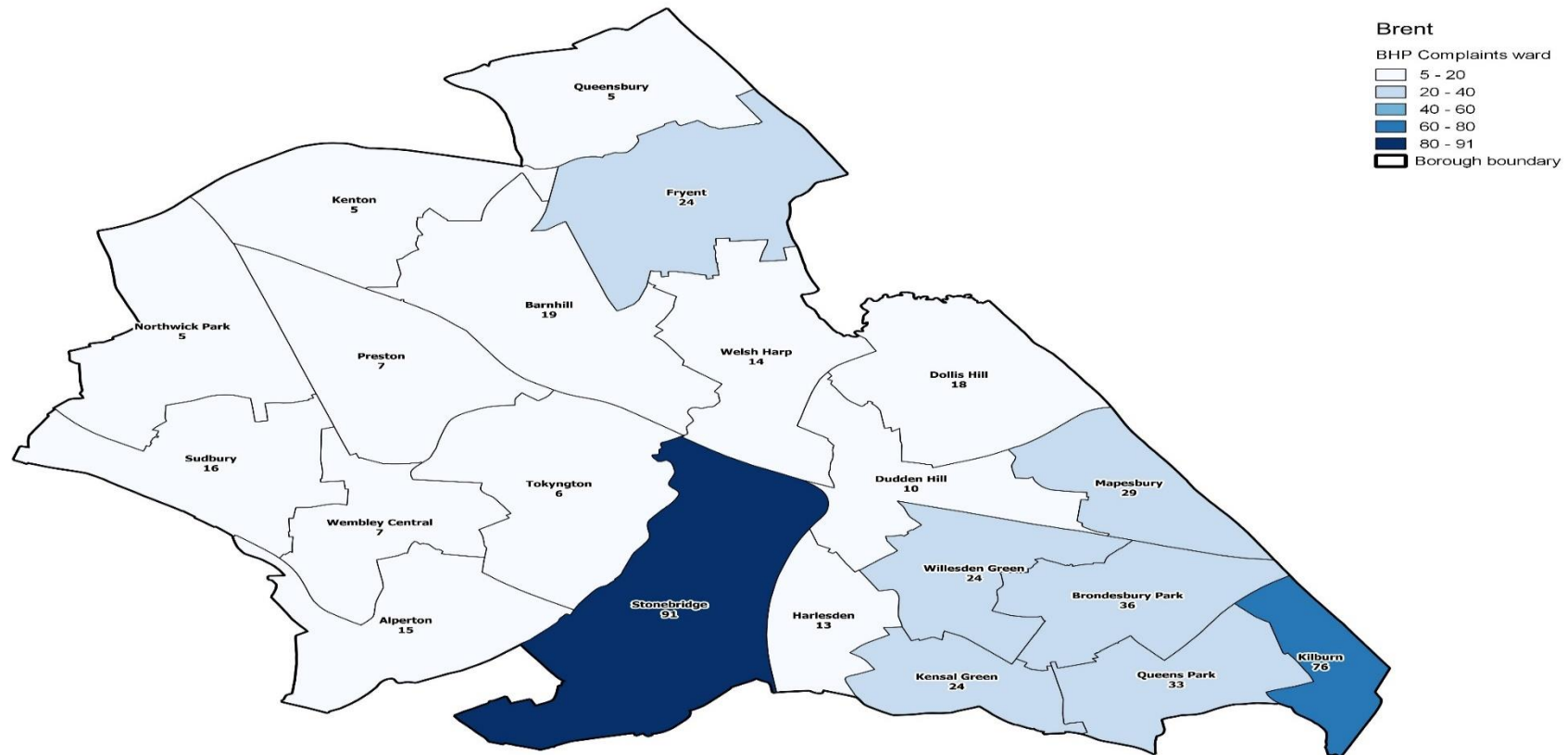
Diversity Data

14. The provision of diversity information by complainants is discretionary. The data shown below is the diversity information that was disclosed in 2016/17 and only gives us a partial view of the diverse backgrounds of our complainants. It cannot be considered to be representative for all complaints received for the year for BHP.

Equality Characteristics	Sub-category	Count	% of Count
Gender	Male	-	-
	Female	-	-
	Prefer not say	-	-
	Total		
Age	16-24	-	-
	25-34	-	-
	35-44	-	-
	45-54	-	-
	55-64	-	-
	65+	-	-
	Prefer not say	-	-
	Total	-	-
Ethnicity	African	12	17%
	Asian - Indian	9	13%
	Black	32	46%
	Asian - Non Indian	0	0%
	Mixed	7	10%
	White	0	0%
	Other	2	3%
	Prefer not say	8	11%
	Total	70	100%
Faith	Christian	0	0%
	Hindu	0	0%
	Jewish	0	0%
	Muslim	0	0%
	Other Religion	1	100%
	Agnostic	0	0%
	No Religious Belief	0	0%
	Prefer not to say	0	0%
	Total	1	100%

Map of Complaints by Ward

15. There were 477 postcodes supplied for BHP complaints in 2016/17, the map below shows the distribution of BHP complaints by ward. The concentration of complaints has similarities to the spread of BHP properties across the borough.



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Irene Bremang
Head of Performance & Improvement


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Annual Complaints Report 2016 - 2017

Appendix E - Action Plan to Improve Complaints Performance

No.	Cabinet Report Action	Detailed Tasks	Action Owner	Target Date
Root Cause of Complaints				
1	Work with Service area and departmental management teams to review key service delay/failure hotspots and develop improvement plans	<ul style="list-style-type: none"> Identify service delay/failure hotspots for each department Review with DMTs and services areas Agree improvement plan Monitor progress 	Irene Bremang Head of Performance & Improvement	31/12/17
2	Develop a tailored training plan on communication and staff behaviours to be implemented for priority service areas across the Council.	<ul style="list-style-type: none"> Identify priority service areas Review specific staff behaviour and communication issues with service managers Agree and implement tailored training plan 	Raj Seedher Complaints & Information Governance Manager	31/03/18
3	Support new Housing Management Service during the redesign of the repairs process in order to feed in the lessons learned from complaints.	<ul style="list-style-type: none"> Continue to work closely with HMS senior management team and Transformation Programme team to embed learning from complaints into redesigned repairs processes 	Martin Beasley Principal Complaints Officer	31/12/17
Decision Making & Outcomes				
4	Review LGO referrals and identify any future opportunities for early resolution and to help minimise premature LGO referrals.	<ul style="list-style-type: none"> Review LGO referrals and referrals received Consider general and service-specific learning points with Complaints Service team and service managers Implement new approaches agreed and monitor effectiveness 	Martin Stollery Principal Complaints Officer	31/12/17

No.	Cabinet Report Action	Detailed Tasks	Action Owner	Target Date
5	Review our internal approach to complaint decisions, corrective actions and compensation in light of LGO outcomes in 2016/17	<ul style="list-style-type: none"> Review first and second stage decisions in light of LGO outcomes Review and re-consider compensation levels at first and second stage with departments and Complaints Service team. Compare changes in our internal approach with any changes in LGO outcomes 	Raj Seedher Complaints & Information Governance Manager	31/03/18
Complaint Handling & Monitoring				
6	Continue to improve internal processes and working arrangements with service managers to increase the timeliness of Stage 2 responses.	<ul style="list-style-type: none"> Continue to provide early notification to senior departmental managers regarding delays in collating information or confirming approval for final reviews Review arrangements for commissioning independent investigators for statutory Stage 2 cases Continue to monitor timeliness on weekly basis 	Raj Seedher Complaints & Information Governance Manager	31/03/18
7	Work closely with the Housing Management Service management team to establish a new and effective complaints process and implement improved working arrangements to manage Stage 2 complaints	<ul style="list-style-type: none"> Continue to meet with the Operational Director and Head of Customer Service to review Stage 2 performance and troubleshoot any performance issues Regular monitoring reports sent to HMS senior managers on complaints performance 	Raj Seedher Complaints & Information Governance Manager	31/03/18
8	Implement a weekly Corrective Actions Tracker for all departments to monitor the timely completion of agreed remedial actions.	<ul style="list-style-type: none"> Weekly tracker report to be revised and guidance notes created Weekly tracker auto-forwarded to complaints owners Monthly monitoring report to be set to Complaints & IG Manager to monitor timely completion of remedial actions. 	Raj Chavda Senior Complaints Service Officer	30/11/17

 Brent	<p align="center">Resources & Public Realm Scrutiny Committee</p> <p align="center">27 November 2017</p> <hr/> <p align="center">Report from Strategic Director Regeneration and Environment</p>
<p>For Information</p>	
<p>Report for Scrutiny on Call In Report on South Kilburn Regeneration Programme – Carlton & Granville Centres Site – Development Options</p>	

Wards Affected:	
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	Appendix 1 – Phase 1 Project Board Attendance Appendix 2 – Phase 2 Key Stakeholders Attendance Appendix 3 – 13 November 2017 Cabinet Paper Appendix 4 – Carlton & Granville Masterplan Consultation Outcomes
Background Papers:	13 November 2017 Cabinet Paper
Contact Officer(s): (Name, Title, Contact Details)	Richard Barrett Head of Estates Regeneration Tel: 020 8937 1330 Email: Richard.barrett@brent.gov.uk

1.0 Summary

- 1.1 This project was presented to Scrutiny committee in response to the Scrutiny call in, in regards to the decisions made by the Cabinet on 15 November 2016 in respect of the South Kilburn Regeneration Programme - Carlton and Granville Centres Site – Development Options Report from the Council’s Strategic Director of Regeneration and Environment.
- 1.2 At the previous Scrutiny Committee, members requested officers return and provide a detailed update and in particular to outline the extent of consultation. This report is presented to this Committee to fulfil that request. This briefing is being presented 12 months after the first report for scrutiny on this project

2.0 Recommendations

- 2.1 That the Members of Scrutiny Committee note the updated timetable and extent of consultation detailed within this report.

3.0 Consultation Overview

- 3.1 Consultation with the community and community representatives has been consistent throughout the project. There has been a series of regular meeting which continue on both phase 1 and phase 2 of this project.
- 3.2 Phase 1 project board discusses specifically the enterprise element of this project and the works to Granville to enable that works to take place. The dates and attendees for this meeting can be found in Appendix 1.
- 3.3 Phase 2 key stakeholders meeting discusses the wider scheme, this meeting is led by the Lead Member for Regeneration and Environment. The dates and attendees for this meeting can be found in Appendix 2. Phase 1 is a standing agenda item at this meeting to ensure the community representatives have an oversight of this project.
- 3.4 These stakeholders have also had significant involvement in finalising design briefs and involvement in procurement processes as well as defined consultation events.

4.0 Procurement Consultation

- 4.1 For both phase of the project the key stakeholders have been involved in drafting and finalising the design brief for appointment of design teams. There has also been involvement from these stakeholders (Granville Community Kitchen, Granville Plus Nursery, Barnardo's and South Kilburn Trust) in the evaluation of subsequent tender returns.
- 4.2 In particular for evaluation of the Phase 2 Design Team Tenders the community representatives agreed their evaluation would combine to one score in the tender evaluation process and there would be two members in attendance at the tender moderation meeting led by Procurement Officers. Prior to this a pre-meeting between the stakeholders was held once the tender returns had been evaluated to agree on the score that would be presented at the moderation meeting.

5.0 Public Consultation

- 5.1 Public Consultation Event held on 1 September 2016 for the Proposed Redevelopment of the Carlton and Granville Centres site. This event was widely leafleted to the local community. A feedback form was available at the event.
- 5.2 South Kilburn Masterplan Review 2nd Public Exhibition (13 September 2016) – included the Proposed Redevelopment of the Carlton and Granville Centres site. This event was widely leafleted to the local community. A feedback form was available at the event.
- 5.3 The public consultation for the Carlton and Granville Centres site ran from 1-27 September. Information was available on the Council website along with an online feedback form. These events were attended by approximately 90 people in total, a full summary of the events and feedback can be found in Appendix 4.

- 5.4 One to One meetings with Occupiers of the two Centres were held, the consultation response for occupiers was extended beyond the public consultation date to give them time to have a one to one meeting and respond:
- Brent Start – 6 September 2016
 - Granville Plus Nursery School – 8 September 2016 (meeting with Headteacher). 23 September 2016 (meeting with parents). 3 October 2016 (Governors meeting)
 - Barnardos Children Centre – 15 September 2016
 - Granville Community Kitchen and Otherwise Club – 21 September 2016
 - Concorde Café – 5 October 2016
- 5.5 Individual meetings have continued throughout the project to discuss the design generally or specific issues especially branding, internal alterations and storage.
- 5.6 On 12th April 2017 an invited event took place at South Kilburn Studios. All the existing users of the South Kilburn Studios were invited to a presentation and social evening to discuss proposals to move the Studios into Granville. Existing and future users of the space shared their requirements with the design team. Discussions focused on the importance of providing a variety of spaces from quiet individual workspaces to larger rooms for seminars, workshops and events. Flexibility was also important. This resulted in the open plan studios incorporating lightweight easily movable partitions. Concerns over security were also discussed and design solutions for addressed this developed over the following months.
- 5.7 A public event was held in the main hall at Granville to discuss the concept proposals on 24th May 2017. Flyers were delivered to all homes and organisations in South Kilburn. Attendance was high with over 70 people joining over the course of the afternoon. The event included consultation boards, a scale model, a 1:1 drawing and feedback sheets with a variety of opportunities for the public to get involved in the design. The principle request was for the continued provision of a large flexible community space that could be used for a variety of events and activities. An improved accessible entrance and increased access to the existing garden were also popular.
- 5.8 A second public event was held at Granville on the 14th June to discuss how the proposals had developed in response to earlier feedback. Again attendance was high at over 70 people. Changes to the design were shared which included relocating the kitchen to the upper ground entrance level, creating a larger more accessible offer. This in turn enabled the lower ground garden hall space to be increased in size to cater for larger activities and events. The response to these changes was strong with a large proportion of attendees rejecting the relocation of the kitchen - preferring that it be retained in its existing location with direct access to an adjacent community space. The designs were amended in response to the comments and returned the kitchen location back to existing.
- 5.9 Following the 2nd and final public consultation event, meetings were held with the Project Board and existing Granville users to establish a way forward. The planning submission proposals are born from these discussions.
- 5.10 Once the scheme was submitted to planning the planning consultation period was open between 30th June and 23rd August. This allowed residents to submit any formal comments or feedback to the planning department on the submitted designs. During this period no comments were received in relation to the submission.

6.0 Progress

- 6.1 Cabinet have been regularly updated on this project and decisions that have been presented and gained approval for authority to procure and award contracts.
- 6.2 Phase 1 develops the creation of the South Kilburn Enterprise Hub into the Granville Building. The scheme maintains community uses and retains the existing users as well as relocating the South Kilburn Trust and South Kilburn Studios into the building.
- 6.3 Legal agreements have been completed. These include the GLA funding agreement and building lease between Brent Property and SKT for the Granville. Statement of Intent to be agreed between Council (Estate Regeneration) and SKT
SKT to move to Granville Centre
- 6.4 Procurement of consultants and contractors has also been complete following contract standing orders procedures. These include Phase 1 architects, quantity surveyor, surveys, contractor (phase 1a and 1b) and phase 2 Design team.
- 6.5 To enable the project team and planning department to be fully informed about the history of the buildings prior to any Phase 2 design work commencing an external specialist consultant completed a Heritage report. The report was also considered in the Phase 1 designs and planning submission.
- 6.6 In the interest on completing this phase within funding deadlines the works were split into 2 phases referred to as Phase 1a and Phase 1b.
- 6.7 Phase 1a works have redefined the upper 2 floors of the building, making spaces useable for the South Kilburn Trust. This work is now completed and SKT are planning their move into the Granville by end November 2017.
- 6.8 Phase 1b works are the main works to the Granville. This work has been tendered and evaluated and at the time of drafting is recommended to cabinet for approval on 13 Nov 2017.
- 6.9 Assuming the recommendations are approved this work will start on site shortly after with completion on target for March 2018.
- 6.10 Phase 2 reviews the future of the entire sites of both the Carlton and Granville Centres and will start with development of options and further in depth consultation on this.
- 6.11 The appointment of an architectural led design team for phase 2 has been tendered and evaluated and at the time of drafting is recommended to cabinet for approval on 13 Nov 2017.
- 6.12 Assuming the recommendations are approved this work will start 14 November 2017.

7.0 Timeline

Below is an updated timeline for the project

Date	Phase 1	Phase 2
November 2017	Phase 1a works complete Phase 1b works start on site	Appointment of Design Team Design Consultation Key Stakeholders Project board
December 2017		Design Progressing Design Consultation Key Stakeholders Project board
January 2018		Design Progressing Design Consultation Key Stakeholders Project board
February 2018		Design Progressing Design Consultation Key Stakeholders Project board
March 2018	All works to be completed for GLA funding requirements	Design Progressing Design Consultation Key Stakeholders Project board
April 2018	Phase 1 Complete	Design Progressing Design Consultation Key Stakeholders Project board
May 2018		Design Progressing Design Consultation Key Stakeholders Project board
June 2018		Design Progressing Design Consultation Key Stakeholders Project board
July 2018		Design Progressing Design Consultation Key Stakeholders Project board
August 2018		Finalise Planning Application Produce update information Key Stakeholders Project board
September 2018		Planning application submitted Produce update information

8.0 Financial Implications

8.1 Please refer to November 2017 cabinet report for latest status

9.0 Legal Implications

9.1 Please refer to November 2017 cabinet report for latest status

10.0 Diversity Implications

10.1 Please refer to November 2017 cabinet report for latest status

11.0 Staffing/Accommodation Implications (if appropriate)

11.1 Please refer to November 2017 cabinet report for latest status

Report sign off:

AMAR DAVE

Strategic Director Regeneration and
Environment

Appendix 1

Meeting schedule and attendees for Phase 1 Project Board

Phase 1 Project Meetings		Y = YES A = APOLOGIES	18/08/2016	20/10/2016	28/11/2016	11/01/2017	14/02/2017	02/03/2017	14/03/2017	10/05/2017	07/06/2017	29/06/2017	20/07/2017	17/08/2017	12/09/2017	11/10/2017	31/10/2017
Name	Organisation/ Role		15:00-17:00	15:30-17:00	10:00-12:00	10:00-12:00	10:00-12:00	14:00-16:30		15:00-17:00	14:00-16:00	14:00-16:00	14:00-16:00	09:00-11:00	14:00-16:00	14:00-16:00	09:30-11:30
Richard Barrett	Brent Council - SK Regen	Y	Y	Y	Y	Y	Y			Y	Y		Y	Y			Y
Jill Rennie	Brent Council - SK Regen	Y	Y	Y	Y	Y	Y			Y	Y	Y					
Radha Hirani	Brent Council - SK Regen	Y	Y	Y	Y			Y									
Emma Sweeney	Brent Council - SK Regen		Y	Y	Y		Y			Y	Y	Y	Y	Y	Y	Y	Y
James Young	Brent Council - Property				Y	Y				Y		Y	Y	Y	Y	Y	Y
Sarah Chaudhry	Brent Council - Property	Y	Y														
Breda Hillman	Brent Council - Procurement				Y	Y											
Lorraine D Costa	Brent Council - Comms				Y												
Jonathan Traherne	Brent Council- Legal	Y	Y	Y	Y	Y											
Gareth Robinson	Brent Council- Finance	Y	Y														
Clare Brennan	Brent Council- Procurement	Y	Y														
Adrian Harding	Brent Council- Planning	Y	Y	Y													
Mark Allen	Brent Council- Regeneration	Y		Y													
Dale Thompson	Brent Council- Regeneration	Y	Y														
Sasi Srinivassan	Brent Council - CYP	Y	Y														
Ros Flowers	Brent Council- Employment											Y	Y	Y			
Damien Manhertz	Brent Council- Planning											Y					
Tim Butler	Brent IT											Y					
Marsha Henry	Brent Council- Legal											Y	Y				
Matt Jacobs	Brent Council- SK Regen														Y	Y	
Mark Allan	SKT	Y	Y	Y	Y	Y	Y			Y		Y	Y	Y	Y	Y	Y
Ros Dunn	SKT	Y	Y	Y	Y		Y			Y		Y	Y	Y	Y		Y
Deanne Isaac	SKT														Y	Y	
Lauren Bailey	SKT						Y			Y							
Pooja Agrawal	GLA		Y	Y	Y	Y	Y			Y	Y	Y	Y	Y	Y	Y	
Elena Kosseva	BBP Regeneration	Y	Y														
Rob Bennett	BBP Regeneration			Y													
Anthony Staples	RCKa						Y			Y			Y	Y	Y	Y	Y
Tim Riley	RCKa						Y			Y		Y	Y				
Paul Bragman	Community Regen									Y		Y					
Daniel Baylis	Measur										Y						Y
Mark Brown	Measur										Y						Y

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Appendix 2

Meeting Schedule and Attendees for phase 2 Key Stakeholders Meeting

EH Project Board Meetings		09/12/2016	25/01/2017	22/02/2017	12/04/2017	13/06/2017	05/09/2017	16/11/2017	13/12/2017
Name	Organisation/ Role	09:00-11:00	14:00-16:00	10:00-12:00	14:00-16:00	18:00-20:00	10:00-12:00	18:00-20:00	14:00-16:00
Richard Barrett	Brent Council - SK Regen	Y	Y	Y	Y	Y	Y		
Jill Rennie	Brent Council - SK Regen	Y	Y	Y	-	Y	-		
Radha Hirani	Brent Council - SK Regen	Y	Y	Y	Y	Y	Y		
Emma Sweeney	Brent Council - SK Regen	-	Y	-	-	-	Y		
James Young	Brent Council - Property	-	-	Y	-	-	-		
Sarah Chaudhry	Brent Council - Property	-	-	-	-	-	-		
Breda Hillman	Brent Council - Procurement	-	-	Y	-	-	-		
Orla McGreevy	Brent Council - Comms	-	-	-	-	-	-		
Lorraine D Costa	Brent Council - Comms	-	Y	Y	-	-	-		
Matt Dibben	Brent Council - Employment & Skills	Y	-	-	-	-	-		
Councillor Shama Tatler	Lead Member for Regen	-	Y	Y	Y	Y	Y		
Roxanne Mashari	Previous Lead Member for Regen	Y	-	-	-	-	-		
Councillor Rita Conneely	Ward Councillor	-	-	-	-	-	-		
Councilor Barbara Pitruzzella	Ward Councillor	-	-	-	-	-	-		
Councillor John Duffy	Ward Councillor	-	-	-	-	-	-		
Mark Allan	SKT	Y	Y	-	-	-	Y		
Ros Dunn	SKT	Y	-	-	-	Y	-		
Deanne Isaac	SKT	-	-	-	-	-	Y		
Robert Johnson	SKT	-	-	-	Y	-	-		
Rita Ogole	SKT - Comms	-	Y	-	Y	-	-		
Pooja Agrawal	GLA	-	-	Y	-	-	-		
Roald Versteeg	Granville Plus Nursery School	Y	-	-	-	-	-		
Lesley Benson	Granville Plus Nursery School	Y	Y	Y	Y	Y	Y		
Joseph Jacobs	Granville Community Kitchen	Y	Y	Y	Y	Y	Y		
Dee Woods	Granville Community Kitchen	Y	-	-	-	Y	-		
Leslie Barson	Granville Community Kitchen	-	Y	Y	Y	-	Y		
Ruth Joseph	Barnardos	Y	Y	Y	Y	-	Y		
Clare Pritchard	Barnardos	-	-	-	-	-	-		
Marie Moody	Barnardos	-	-	-	-	-	-		
Lynda Nebab	The Concorde Café & NAC	-	Y	-	-	-	-		
Momota Ahmed	The Concorde Café & NAC	Y	-	Y	Y	Y	-		
Anthony Staples	RCKa	-	-	-	Y	-	-		

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Cabinet
13 November 2017

**Report from the Strategic Director of
Regeneration & Environment**

For Action

Wards affected:
Kilburn

**Authority to Award the Design Team for South Kilburn
Regeneration Programme – Carlton & Granville Centres
Site – Development Options**

Not for Publication:

Appendix 1 of this report is not for publication as it contains the following category of exempt information as specified in Paragraph 3, Schedule 12A of the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)"

1 Purpose of the Report

- 1.1 This report provides an update to the 15 November 2016 Cabinet report – South Kilburn Regeneration Programme – Carlton & Granville Centres Site – Development Options.
- 1.2 This report seeks approval to progress with appointment of a Design Team for Phase 2 of Carlton and Granville Centres Development as required by Contract Standing Order 88.

2 Recommendations

That Cabinet:

- 2.1 Approve the award of an architecturally led multidisciplinary design team for redevelopment of Carlton and Granville Centres site as Phase 2 of the works.
- 2.2 Delegate authority to Strategic Director of Regeneration & Environment in consultation with the Cabinet Member for Regeneration and Employment to oversee design development through further viability testing, local consultation and ultimately agree the scheme that is submitted for planning approval.
- 2.3 Delegate authority to Strategic Director of Regeneration & Environment to proceed with RIBA Stage 4 and surveys and assessments as outlined in Appendix 2.

3 Detail

Background

- 3.1 A report went to Cabinet on 15 November 2016 in respect of the Carlton and Granville Centres site and the procurement of a design team was approved by Cabinet. The approval included;
- i) That the procurement would be progressed by calling off the Greater London Authority (GLA) and Transport for London (TfL) Architecture, Design and Urbanism Panel (ADUP); and evaluating those tenders in accordance with that Framework;
 - ii) The cost of the design team and associated consultants anticipated to be in the region of £1m;
 - iii) Officers will report back to Cabinet to seek Member approval to award the proposed contract, once a preferred design team has been identified.
- 3.2 This report, attached as background information set out in detail the various phases of this project and numerous implications for progressing. The phases are summarised below;

Phase 1

- 3.3 The delivery of Phase 1 will refurbish part of the existing building to provide an Enterprise Hub and community space allowing The Granville Kitchen and Otherwise Club to make arrangements with the South Kilburn Trust for the space they require. The Nursery School and Barnardo's Children Centre stay on site in their current locations, this phase having little impact on these services.

Phase 2

- 3.4 The Council with the appointed Design Team will take forward a review of the options for the site and conduct in-depth engagement with the local community. The Council would envisage that the site would still deliver an Enterprise Hub, Education/Community Space and Housing, with the priorities being: to secure a permanent enterprise hub, to secure the future of the Nursery School, to secure the future of the Barnardo's operated Children's Centre (within the South Kilburn area although not necessarily on this site) and to secure the future of The Granville Kitchen and Otherwise Club as being incorporated into the Enterprise Hub space.
- 3.5 Taking the site forward with a Design Team, the Council would seek to ensure that:
- There is robust consultation,
 - Would review the viability of a complete demolition versus retaining all/parts of the building.
- 3.6 The current programme for this phase schedules the planning application is submitted towards the end of 2018 with a proposed start on site approximately 2 years from now.

Progress to Date

- 3.7 Phase 1 works have commenced on the upper floors of Granville and tenders are being evaluated for works to the lower ground floors.
- 3.8 The GLA Grant Agreement has been completed for phase 1 of this project.
- 3.9 Throughout the design stages there have been various consultation events conducted with good attendance from the community.

3.10 The building lease for SK Trust is now completed.

3.11 Officers engaged an historic buildings specialist who provided a report which was provided to the design team and planning officers.

Design Team Procurement – Phase 2

3.12 The procurement of a design team to develop a detailed planning application for the comprehensive redevelopment of the Carlton and Granville Centres site was procured by calling off the GLA and TfL ADUP framework.

3.13 Officers conducted a mini-competition under Lot 2 (Architecture) and Lot 3 (Site Masterplanning and Development Feasibility) across 23 suppliers initially seeking expressions of interest.

3.14 An expression of interest (EOI) was issued to the suppliers on the framework. The EOI evaluation criteria and weighting was as follows:

Design Intent The Architect should set out their understanding of the site and vision for the Carlton and Granville Centres site based on the information provided. Precedents of previous similar schemes may be included, but no design work should be undertaken	50%
Previous experience of projects – The Architect should provide details of three of its most recent and relevant completed projects. For each project include: images/photos, status, names and roles of key staff, budget, client name, and an explanation of how the project is relevant, with any key lessons learned.	30%
Expertise required – The Architect should provide a statement outlining initial thoughts on the type of expertise required to deliver this project, in accordance with the details laid out in the attached supporting documentation.	20%

3.15 The evaluation panel of Council Officers and Key Stakeholders evaluated the Expression of Interest bids and 3 suppliers were shortlisted and then invited to tender.

3.16 Each of the tender submissions were evaluated by an evaluation panel of Council Officers and Key Stakeholders (SK Trust, Organisations occupying Granville Centre and GLA representatives).

3.17 The award report is within Appendix 2 which shows the analysis of the evaluation.

3.18 The Recommendation is to award to the highest scoring bidder as detailed in Appendix 2.

3.19 If through the design additional surveys and assessments are required as by the design team, the project board will provide a report to the Strategic Director of Regeneration & Environment for approval. Similarly once RIBA stage 3 is completed and the bidder has met all expectations and the project board are satisfied to proceed to the next stage, the final decision to extend the work will be approved by the Strategic Director of Regeneration & Environment in accordance with the contract.

4 Financial Implications

- 4.1 The previous cabinet paper approved £1m to engage a full design team and associated consultants including a quantity surveyor to progress phase 2.
- 4.2 All costs of this appointment will be funded from within this budget.

5 Legal Implications

- 5.1 The estimated value of the proposed call off Contract is higher than the EU threshold for Services and the award of the contract is therefore governed by the Public Procurement Regulations 2015 (the “Procurement Regulations”). The award is subject to the Council’s own Standing Orders in respect of High Value contracts and Financial Regulations.
- 5.2 The Procurement Regulations allow the use of framework agreements and prescribe rules and controls for their procurement. Contracts may then be called off under such framework agreements without the need for them to be separately advertised and procured through a full EU process.
- 5.3 The Council’s Contract Standing Orders state that no formal tendering procedures apply where contracts are called off under a framework agreement established by another contracting authority, where call off under the framework agreement is approved by the relevant Chief Officer and provided that the Chief Legal Officer has advised that participation in the framework is legally permissible. Legal Services have reviewed the GLA ADUP framework used and is able to confirm that participation in the framework is legally permissible.
- 5.4 As this is a mini competition under the GLA ADUP framework, the standstill period of 10 days is not required.

6 Diversity Implications

- 6.1 The design team will be required to proactively consult and engage with affected stakeholders, service users and residents with protected characteristics such as:
- Black, Asian and minority ethnic (BAME) groups
 - the diverse group of children, the majority of whom are from BAME backgrounds and with English as a second language attending the Nursery School and Barnardo’s operated Children’s Centre and their parents/guardians/families
 - SEND children and service users with disabilities, as well as their carers
 - Older residents and their carers
 - Economically disadvantaged groups who use the Granville Kitchen and Otherwise Club.

The recommended bidder is a London Living Wage employer and has a robust Social Value offer and action plan, which includes but is not limited to: ring-fencing employment, training, student and work placement opportunities to local residents; working with Brent job centres to offer job opportunities/apprenticeships to local people; delivering lectures and talks in schools to inspire more children and young people to pursue career in Architecture.

- 6.2 A full equality analysis, informed by the consultation findings and the potential/likely equality implications arising from the proposal, will support the business case related to the redevelopment of the Carlton and Granville Centres and the considered options.

7 Staffing/Accommodation Implications

- 7.1 There are Council staffing and accommodation implications. The Granville Plus Nursery Staff are all Council employees. Some staff at the Barnardos Children's Centre transferred pursuant to the Transfer of Undertaking (Protection of Employment) Regulations 2006 (TUPE) from Brent Council to Barnardos. In addition there are occupiers of the centre, whilst they are not Council employees will be affected by these proposals.
- 7.2 The Phase 2 implication for both staffing and accommodation are currently unknown, this will be fully explored as part of the EIA.

8 Property Implications

- 8.1 South Kilburn Trust – The lease with SK Trust should be able to continue without any direct impact. However, Property Services will be involved in any property related issues to ensure that any property related matters are appropriately managed.
- 8.2 In respect of other users, Barnardos have a crèche within the main Granville Centre held on a lease, albeit terminable on 1 years notice. There is a separate service contract between Brent and Barnardos that includes commitments to re-provide provision should their use in Granville terminate.
- 8.3 As part of any refurbishment project the Council would need to seek to assist Concord Cafe, the only third party occupiers of Carlton Centre, to locate to alternative premises.

8 Public Services (Social Value) Act 2012

- 8.1 The Council is under duty pursuant to the Public Services (Social Value) Act 2012 ('the **Social Value Act**') to consider how the services being procured might improve the economic, social and environmental well-being of its area; how, in conducting the procurement process, the Council might act with a view to securing that improvement; and whether the Council should undertake consultation. This duty applies to the procurement of the architecturally led multidisciplinary design team for the proposed redevelopment of Carlton and Granville Centres site
- 8.2 The services being procured aim to improve the economic, social and environmental well-being of residents of South Kilburn through the preparation of a detailed planning application for the comprehensive redevelopment of Carlton and Granville Centres site to deliver a high quality development.
- 8.3 Social Value criteria were incorporated into the procurement process and bidders required to indicate what social value they would be able to offer.

9 Background Papers

25 July 2017 Cabinet Report
15 November 2016 Cabinet Report

10 Contact Officers

Emma Sweeney
Senior Project Manager
Tel: 020 8937 1650
Email: Emma.sweeney@brent.gov.uk

Richard Barrett
Estate Regeneration Manager
Tel: 020 8937 1330
Email: Richard.barrett@brent.gov.uk

AMAR DAVE
Strategic Director Regeneration and Environment

OCTOBER 2016

SOUTH KILBURN MASTERPLAN REVIEW

CARLTON & GRANVILLE CENTRES SITE CONSULTATION

September 2016

Community Consultation / Findings to date



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6. Comments on the existing situation	p.10
7. Comments by use	p.11
8. Consultation and communication tools	p.13

1. Facts & figures

Communication

c.2300 flyers distributed around the site

3 Mailchimp e-newsletter to 90 contacts

Feedback forms distributed to users of the centres by Brent

Participation

Page 87
approx. **35 attendees** to the Dedicated Public Consultation (1st September/SK Studios)

approx. **55 attendees** to the 2nd Masterplan Review Public Exhibition that displayed a dedicated board on the site (13th September/SK Studios)

80+ post-it notes (on boards / mix of uses for Carlton & Granville Centres site)

84 dedicated forms completed (63 paper + 21 online survey)

660+ comments in total

165+ people engaged

2. Representativity check

What is the link of the participants to SK?

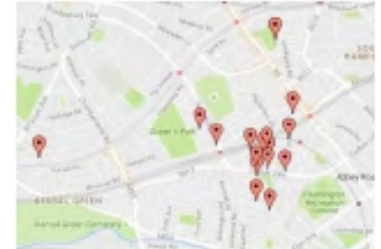
(information from 32 people)

1. Council tenant (11)
2. Employee / worker (8)
3. Visitor (5)
4. Volunteer (4)
5. Private tenant (3)
6. Local organisation representative (3)
3. Private leaseholder (2)
4. Landowner (2)
7. Housing association tenant (1)

Where do they come from?

(24 postcodes)

1. Within SK area (10 – 42 %)
2. Living elsewhere (10 – 42%)
3. Within 1 minute walk of SK (4 – 17 %)



What gender?

(information about 49 people)

1. Female (33 – 67%)
2. Male (16 – 33%)

Ref. Kilburn census 2011: Female (50.4%) / Male (49.6%)

What age?

(information about 18 people)

- | | |
|--------------------|------------------|
| 1. 45-64 (8 – 44%) | 1. 25-44 (35.6%) |
| 2. 25-44 (4 – 22%) | 2. 45-64 (21.1%) |
| 3. 65+ (3 – 17%) | 3. 0-9 (13.2%) |
| 4. 16-24 (3 – 17%) | 4. 16-24 (12.5%) |
| 5. 0-9 (0) | 5. 65+ (10.6%) |
| 6. 10-15 (0) | 6. 10-15 (7%) |

Census data for comparison against the Kilburn Ward in Brent

Ref. Office for National Statistics
© Crown Copyright 2012

What ethnicity?

(information about 38 people)

- | | |
|---------------------|------------------|
| 1. White (22 - 58%) | 1. White (50%) |
| 2. Other (8 - 21%) | 2. Black (24.6%) |
| 3. Black (3 – 8%) | 3. Asian (11.4%) |
| 4. Asian (3 – 8%) | 4. Other (7.1%) |
| 5. Mixed (1 - 3%) | 5. Mixed (6.9%) |

Census data for comparison against the Kilburn Ward in Brent

Ref. Office for National Statistics
© Crown Copyright 2012

3. Top comments on the proposal

Comments nature

(information from max 76 participants)

Top support

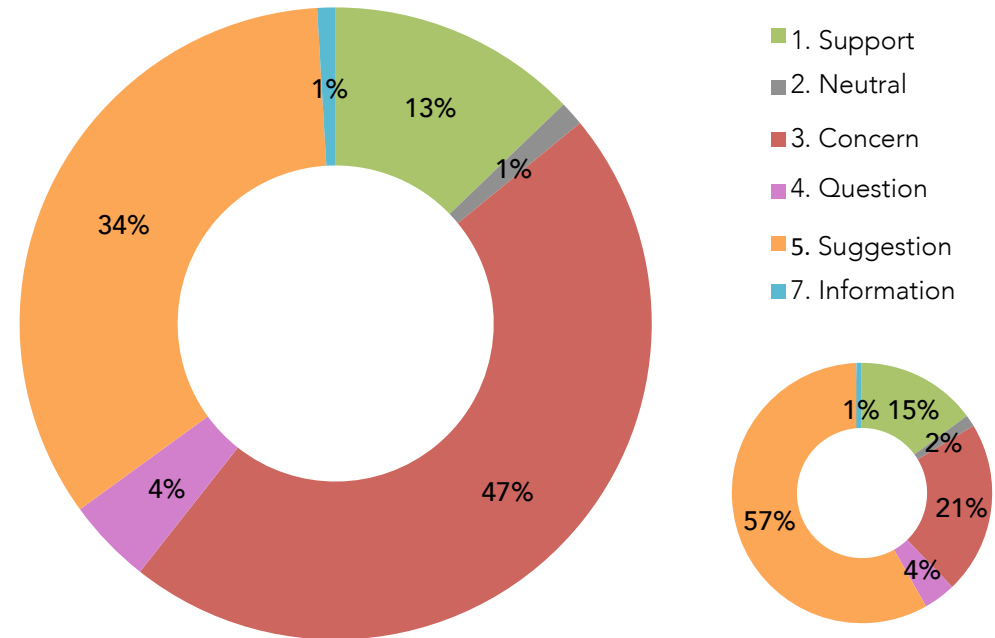
1. More housing and community facilities and for the community (9)
2. Employment opportunities created by the Enterprise Hub with a permanent location for SK Studios (5)
3. Creation of a comprehensive community hub (5) through the Enterprise Hub combined with other uses such as an arts centre, live/work housing, education facilities, a cafe, small shops and flexible community spaces

Top concerns

1. Mix of uses not clear neither seen as ideal (31)
2. Demolition of a heritage building and community asset such as the Nursery School (30)
3. Biased consultation and unclear communication (24)

Top suggestions

1. Including all current uses in the project especially the Nursery School (21)
2. Including affordable facilities and housing typologies (19)
3. Refurbishing the building instead of redeveloping it (19)



General comments on the proposal

The diagram above shows the nature of the comments on the proposal only, therefore the following comments are excluded:

- Comments on the Analysis of the Existing (to find p.10)
- Votes on Housing & Community Spaces typologies (to find p.11 & 12)

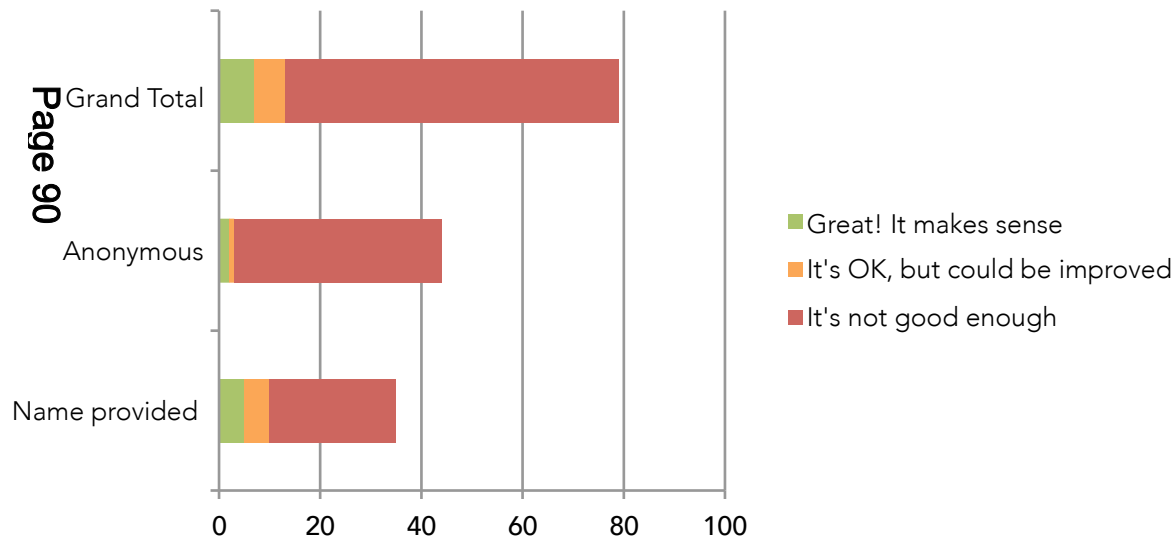
Same comments excluding the ones of some directly impacted users on the proposal

To understand the influence of the 51 forms received via the Centres users, the diagram above shows the nature on the comments on the proposal excluding the responses from the 51 directly impacted that responded.

4. Comments on the idea

What do you generally think about this proposal for the redevelopment of the Carlton & Granville Centres site?

(comments from 66 people including 17 anonymous)



“ Please don't
destroy our community
kitchen ”

“ Please don't tear the
building down
because it is very important
to us!”

“I and our local community will fight
these changes.”

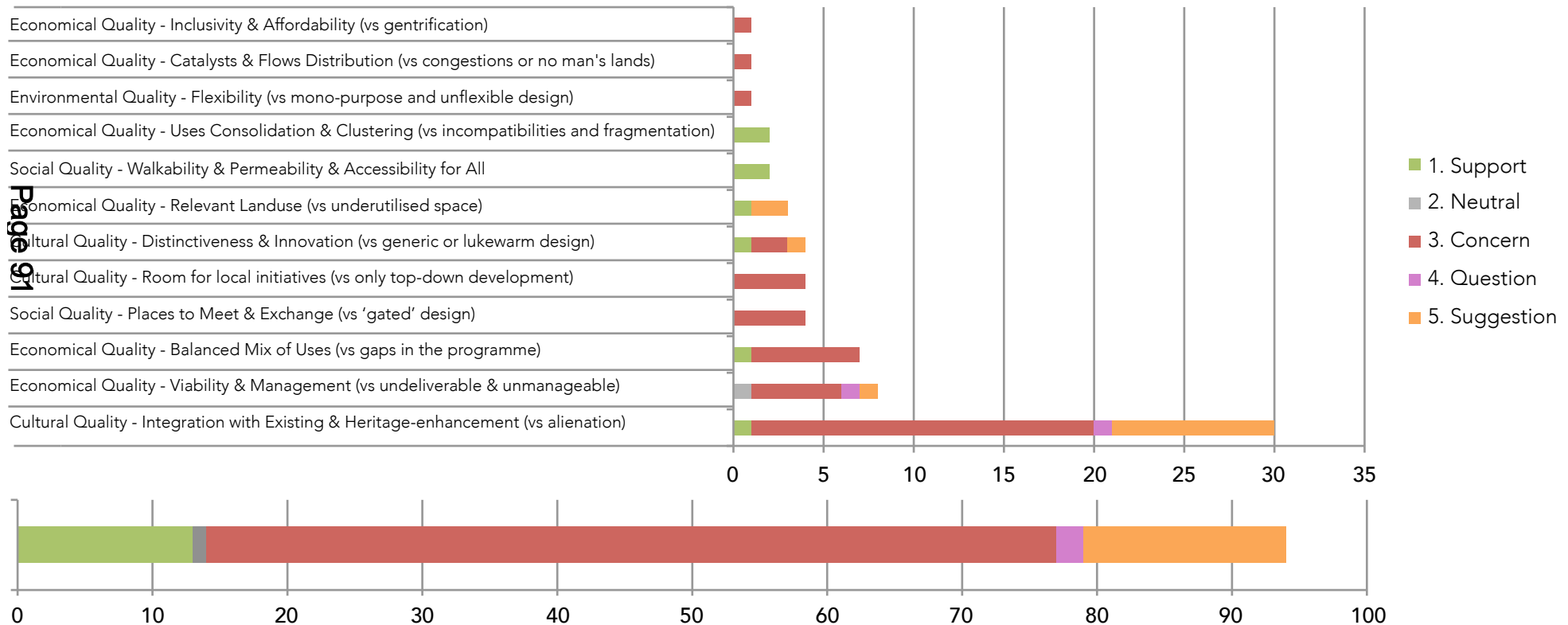
“To ruin this beautiful building is
heartbreaking.”

Analysis of the comments about the redevelopment of the site

(comments from 54 respondents)

Why such a result?

1. No good integration in the plan of the current community buildings and heritage elements that represent the C&G Centres
2. Understanding that the Council is selling common ground and partly renovated and awarded community buildings to make profit
3. No clear inclusion of the current diverse uses and users in the plan
4. Destruction of a South Kilburn significant and historic hub / place to meet where there is local support and inclusion to find
5. Disappointment regarding the consultation especially how current users haven't been approached beforehand



Comments on the high-level idea of redeveloping the site – details & grand total

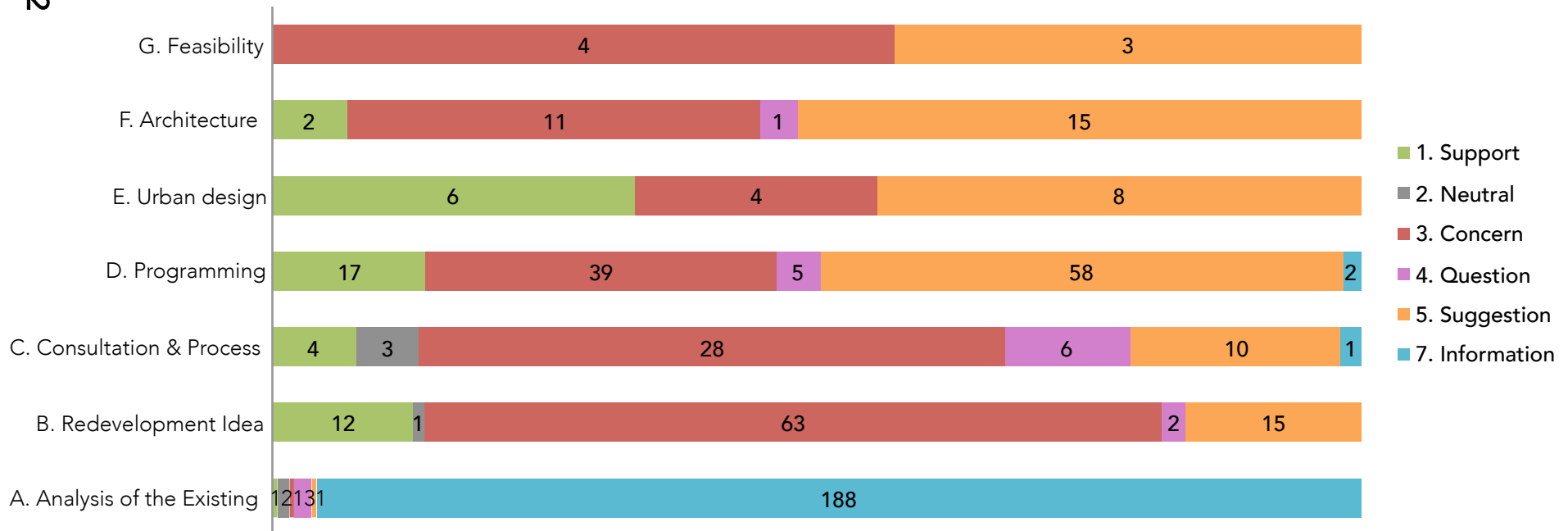
5. Comments by process steps

(information from max 76 participants)

Top comments

- **Analysis of the Existing:** Lots of participants expressed their satisfaction and strong need in the current uses in the centres especially the multi-uses Granville Nursery School and Community Kitchen
- **Redevelopment Idea:** Many are worried of loosing Education, Health and Community assets for always more housing.
- **Consultation & Design Process:** Origin and purpose of the redevelopment idea not understood by many.
- **Programming:** agreement on the need of reprovding space to the SK Trust & Studios somewhere and on the need of improving, multiplying and diversifying community facilities in South Kilburn, but not to the detriment of the current Carlton & Granville Centres uses and buildings.
- **Urban Design:** Some people would like the accessibility to the Centres improved and the open spaces within and around the Centres better designed. Some like the idea of opening up Granville Road and creating a street along the new building.
- **Architecture:** Many suggest to keep the low-rise characterful historic buildings and at minimum (part of) their facades.
- **Feasibility:** Some people believe that is it a pity to spend taxpayer money in such a project.

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Comments sorted by process step to understand which step to work on before going further in the design process

About the consultation

(information from 35 people)

Top support

1. Visibility (1)
2. Organisation (1)
3. Community input within the plan (1)

Top concerns

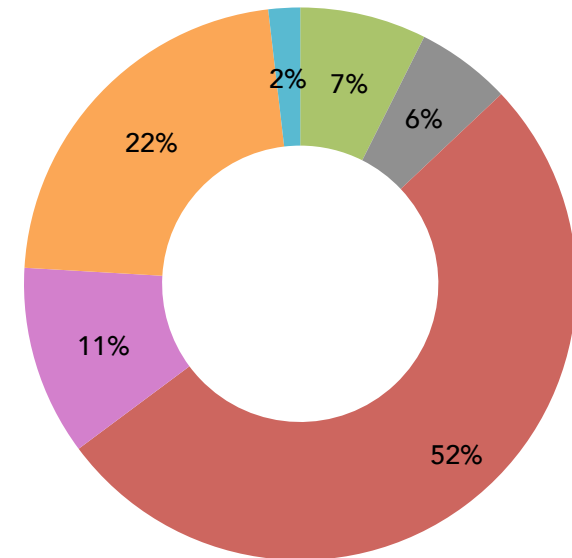
1. Community not taken in consideration (ref. 1st South Kilburn Masterplan Review Exhibition- results on the opportunity sites) (12)
2. Directly impacted users not approached and informed beforehand (also short consultation & during holidays) (6)
3. Unclear redevelopment idea and origin and no option including keeping the buildings and all uses (4)

Top questions

1. Why no more options? (5)
2. Why no workshops and focus groups? (2)
3. Why Carlton & Granville Centres not in original Masterplan? (1)

Top suggestions

1. Co-creation of options with the Carlton & Granville users (4)
2. Consultation more accessible (location, form, language) (2)
3. More time for participation and studies (2)



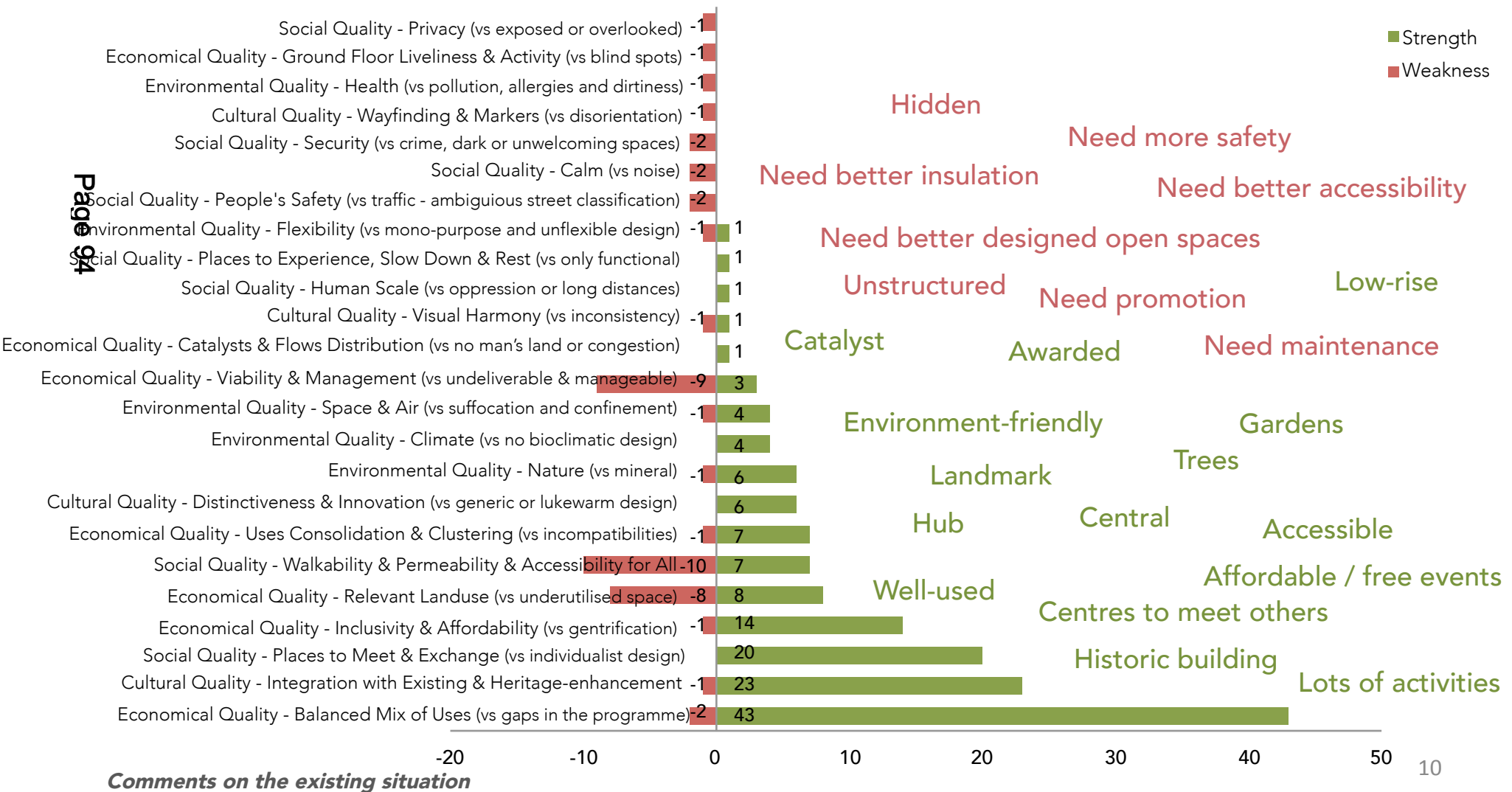
■ 1. Support
 ■ 2. Neutral
 ■ 3. Concern
■ 4. Question
 ■ 5. Suggestion
 ■ 6. Information
 ■ 7. Information

Comments on the public consultation

6. Comments on the existing situation

Comment analysis by design quality

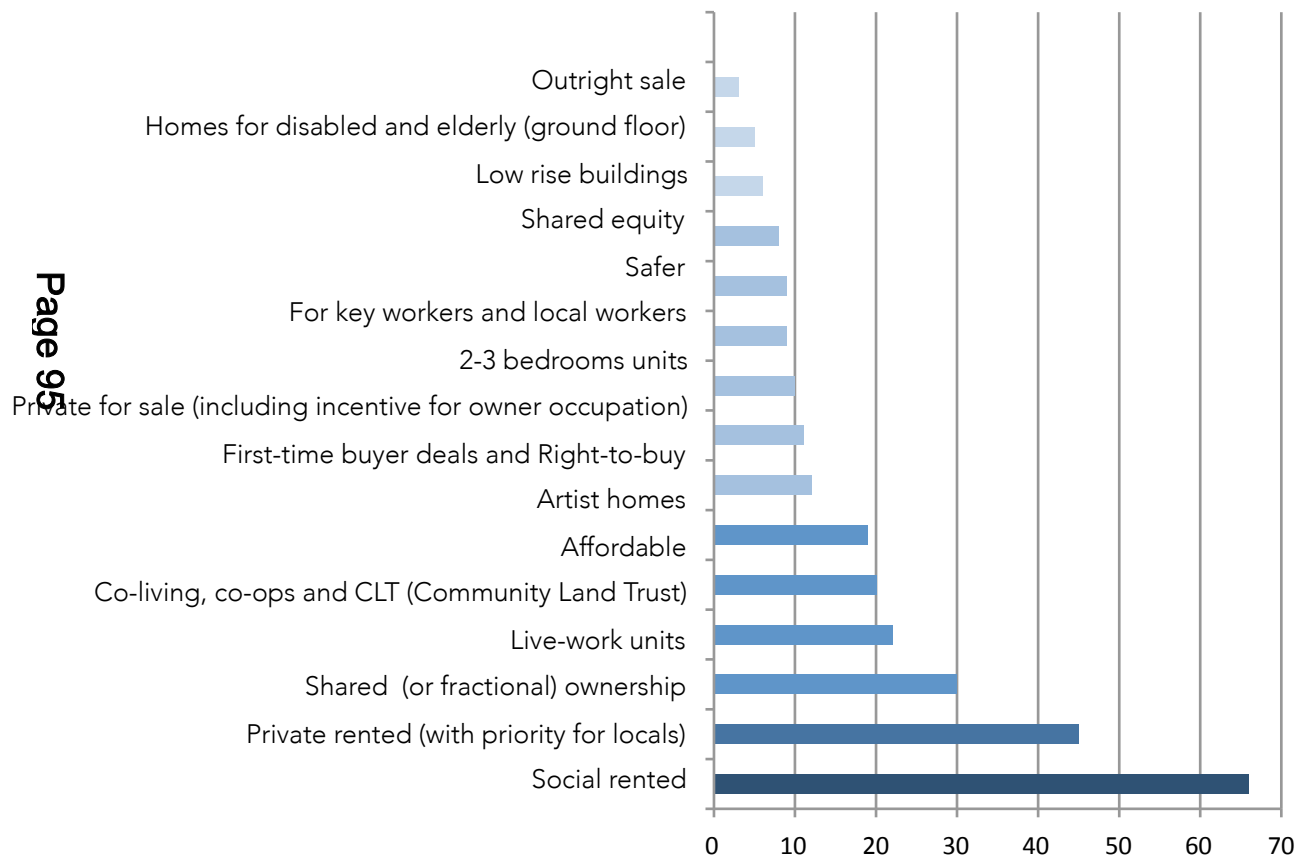
(comments from max 52 participants)



7. Comments by use

Comment analysis / priority in terms of housing

(comments / types of housing / post-its notes and forms – from about 50 participants)



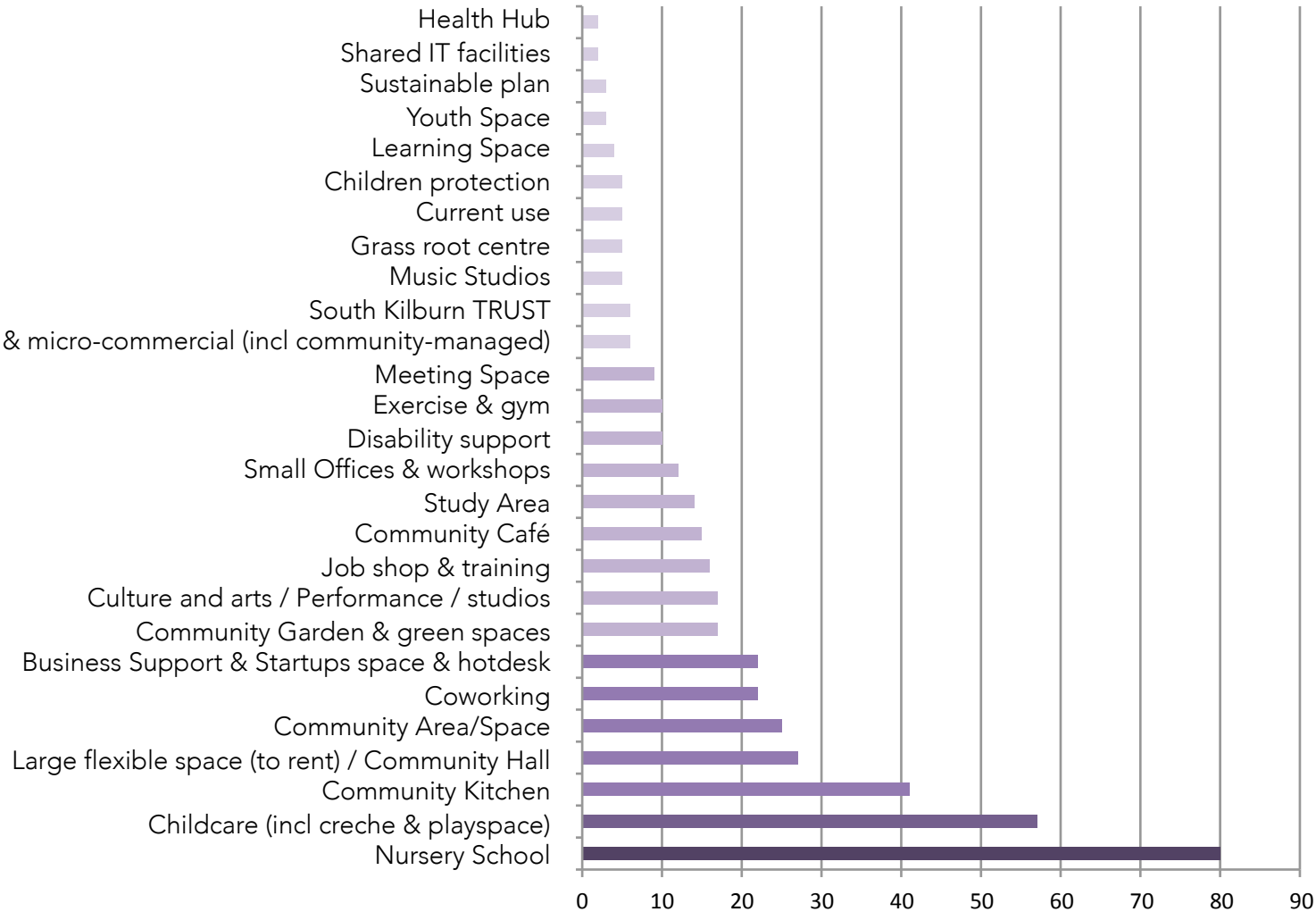
Top 5

1. Social rented (score 66)
2. Private rented (score 45)
3. Shared ownership (score 30)
4. Live-work units (22)
5. Co-living, co-ops & CLT (Community Land Trusts) (20)

Note: the score has been calculated by multiplying the number of comments by the level of priority (1, 2 or 3) chosen by the participants

Comment analysis / priority in terms of community spaces

(comments / types of community spaces/ post-its notes and forms – from about 50 participants)



Top 5

1. Nursery School (Score 80)
2. Childcare (Score 57)
3. Community Kitchen (Score 41)
4. Community Hall (Score 27)
5. Community Area (Score 21)

8. Consultation and communication tools

Proposed Redevelopment Carlton and Granville Centres site

To include Housing, an Enterprise Hub and Community Space



Page 97

We are consulting on the proposal for the Carlton and Granville Centres site as part of the South Kilburn Masterplan Review 2016.

The South Kilburn Regeneration Programme aims to transform the area into a sustainable neighbourhood and create a real sense of place and belonging.

Help us shape the future of your neighbourhood and tell us what you think.

**South Kilburn
Masterplan Review 2016**
Get involved and have your say



INVITATION TO A PUBLIC CONSULTATION

Come along, learn more about the proposal and give us your views.

DATE & TIME

Thursday 1 September 2016
Drop-in between 3-8 pm

LOCATION

South Kilburn Studios
2A Canterbury Road
London NW6 5SW



FOR MORE INFORMATION

WEB www.brent.gov.uk/southkilburn

TEL 020 8937 2556 (Jill Rennie
- Estate Regeneration Team)

EMAIL jill.rennie@brent.gov.uk



FLUID
ARCHITECTURE
URBANISM
PARTICIPATION



South Kilburn Future Matters - Carlton & Granville Centres site Redevelopment Proposal

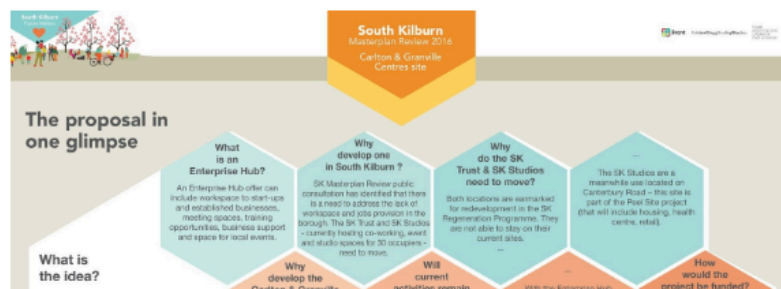
C&G Consultation Feedback Form - September 2016

Welcome and thank you for completing this survey as soon as you can. Responses received by Tuesday 6th September will be considered ahead of the Masterplan Review Exhibition on Tuesday 13th September. The final deadline is Tuesday 27th September 2016 at midnight.

Thank you very much for your contribution.

Before you complete the feedback form, please take time to read the information below

You can zoom in and view each slide in detail via this link: (goo.gl/AZy8k3)
You can also refer to the individual slides under each question in the form.



Extract from the online survey (opened from 1 to 27 September 2016)

The public consultation on South Kilburn Masterplan Review 2016 is part of a large comprehensive survey of the area including spatial, economic and environmental studies. The design team and council officers welcome your opinions on the proposals, and will consider how suggestions received could work to help finalise a viable and deliverable reviewed Masterplan.



Seven Consultation Stations

If you can't make the exhibition, from mid-next week you can pick up the new feedback form from the 7 colourful signs located around South Kilburn.

[Download the map of the sign locations](#) ...or see if you can spot all 7 yourself!

The form will also be available online.



Carlton & Granville Centres site proposal

It was great to see so many people at the special consultation event about the Carlton and Granville Centres Site last week.

If you are yet to take part, [the information and feedback form is available online via this link.](#)

The final deadline for submitting your feedback is **Tuesday 27th September.**

Thank you for your input.
If you'd like more information, please contact us

Extract from the e-newsletter (sent on 8, 20 & 26 September 2016)



South Kilburn Masterplan Review 2016 Carlton & Granville Centres site

The proposal in one glimpse

What is the idea?

Brent is seeking to work in partnership with the South Kilburn Trust to deliver an Enterprise Hub. The proposal has progressed to one of using the Carlton and Granville Centres site to deliver housing, an Enterprise Hub and Community Space.

What is an Enterprise Hub?

An Enterprise Hub offer can include workspace to start-ups and established businesses, meeting spaces, training opportunities, business support and space for local events.

Why develop one in South Kilburn ?

SK Masterplan Review public consultation has identified that there is a need to address the lack of workspace and jobs provision in the borough. The SK Trust and SK Studios - currently hosting co-working, event and studio spaces for 30 occupiers - need to move.

Why do the SK Trust & SK Studios need to move?

Both locations are earmarked for redevelopment in the SK Regeneration Programme. They are not able to stay on their current sites.

...

The SK Studios are a meanwhile use located on Canterbury Road - this site is part of the Peel Site project (that will include housing, health centre, retail).

Why develop the Carlton & Granville Centres site?

1. It is a relatively large site.
2. It is owned by the Council.
3. The space is under-utilised.

Will current activities remain onsite?

We will review what current activities can remain on site, not all activities will remain. Some activities may move to other sites.

...

With the Enterprise Hub and the Community Space we are seeking to deliver the same amount of usable space which is currently within these two centres.

How would the project be funded?

Funding has been identified through the Greater London Authority, the South Kilburn Trust and the London Borough of Brent (via the development of the site).

Why a proposal now?

Different options were reviewed and a Pre-Masterplan proposal was developed for the re-development of the Carlton and Granville Centres site as a location for an Enterprise Hub and to deliver new homes with additional community space. This proposal was taken to the Cabinet in July 2016.

What is the link with the Masterplan?

The Carlton and Granville Centres site has historically not been part of the Masterplan. The proposal for the site and the current review of the 2005 Masterplan make it the ideal opportunity to bring the Carlton and Granville Centres site into the Masterplan through an adapted Masterplan proposal.

What is the Masterplan about?

The 2005 Masterplan supports the Regeneration Programme and is currently being reviewed to better match current needs and seize opportunities such as including extra sites with potential.

Why including housing?

The Council must be able to generate a receipt or income to make the development viable. Housing helps to achieve this and also provides private and affordable homes for local people. The current proposal is for private and affordable rented homes, with other options to be explored.



South Kilburn Masterplan Review 2016

Carlton & Granville
Centres site

Background

South Kilburn Regeneration - Masterplan Review 2016

The regeneration of South Kilburn (SK) is a fifteen year self-funded 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.

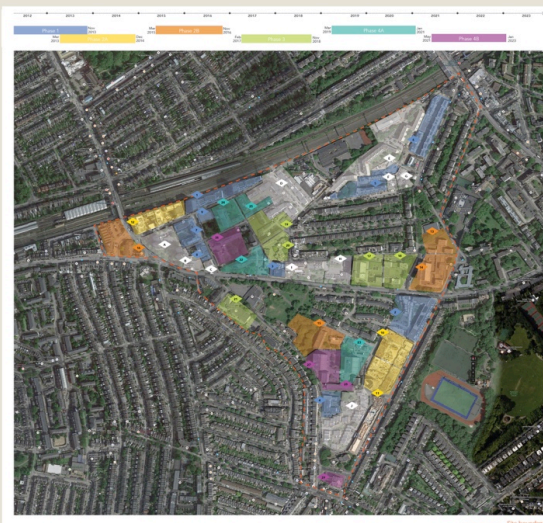
The original Masterplan from 2005 is currently being reviewed by the Council with the help of the appointed multidisciplinary design team.

The programme will re-build around 1,200 affordable homes for social rent for existing SK

secure Council tenants. In order to deliver these homes to a high standard, the same number of market-rate private homes will also be built.

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 SK secure Council tenants.

Current Masterplan sites & potential additional sites



The South Kilburn Programme is split into four phases. Carlton & Granville Centres site is one of the additional sites the Council is considering to incorporate in the Masterplan. This is to improve the area in a more comprehensive and complete way.

Additional sites currently being explored

- A. William Dunbar House & William Saville House site
- B. West Kilburn Baptist Church site
- C. UK Albanian Muslim Community & Cultural Centre site
- D. Carlton House site
- E. Canterbury Court, Gorefield House & Royal Mail Kilburn Delivery Office site
- F. Salvation Army site
- G. S' Mungos site
- H. The Educational and Cultural Center I.R. Iran site
- I. Carlton & Granville Centres sites
- J. Malvern Road / Radburn Layout Houses site

South Kilburn Future Matters - Public Consultation

The Council strongly believe in engaging the community throughout this process to help make South Kilburn a better place to live. That is why we keep you updated and ask for your input throughout the whole process of the Masterplan review.

Thank you to everyone who visited us at the popups and the first public exhibition which were held between 9-23 July

2016. We have collected over 730 comments to date, during events, through the first feedback form and online survey.

Save the date

The second public exhibition will be held on Tuesday 13 September from 3 to 8pm (drop-in event) at the South Kilburn Studios. We are looking forward to seeing you there!

Consultation facts & figures to date



Consultation process



Consultation findings & link to the Carlton & Granville Centre site

Selection of the consultation findings to date

A common vision for South Kilburn in 2026

**"A friendly and inclusive neighbourhood,
With a unique and fresh cosmopolitan style,
Buzzing and vibrant with activities for all,
Providing a comfortable, green & peaceful living environment"**
through...



The consultation findings are part of a larger comprehensive survey of the area including spatial, economic and environmental studies that ensure that the options and proposals developed are the best possible while remaining viable and deliverable.

Please find on the left a selection of key consultation findings to date. You will notice how our early stage proposal for the Carlton & Granville Centres site is helping deliver many of the needs raised by the community so far.

Carlton & Granville centres site now



Please tell us on the feedback form if there are features to add and which ones you believe are:

- **Strengths** or opportunities to seize.
- **Weaknesses** or characteristics to improve.

Site, location & access



1. Located within the heart of the South Kilburn Masterplan.
2. Near the Peel site which is proposed to include residential, a health centre, retail facilities and a new public space.
3. Not far from South Kilburn Conservation Area comprising a series of parallel residential streets culminating at Cambridge Gardens.
4. Nearby South Kilburn Open Space, the largest green space within the South Kilburn Regeneration boundary.
5. Relatively large site of 0.398 hectares.
6. Owned by Brent Council.
7. Between two urban scales: Carlton Vale (boulevard character) and Granville Road (residential character).
8. Close to The Educational and Cultural Center I.R. Iran site, also identified as an opportunity site (see board 2).
9. Double access, from Carlton Vale & Granville Road.

...

Buildings, spaces & architecture

10. Two main buildings from the 19th century were a Victorian school and mission.
11. South-facing gardens.
12. Large windows, architectural rhythm and ornate brick and gable details.
13. Recent extensions include a small glass tower and low block (Carlton Centre), a colourful 2-storeys block with wind turbines (Granville Centre).
14. The buildings present an impermeable line along Granville Road that can be considered at odds with the open nature of a community centre.
15. Set back and hidden by trees on Carlton Vale.
16. Architectural style very different from the rest of Granville Road.
17. Ancient insulation and acoustics features.

...



Uses, events & activities



18. Currently 2 identified users within Carlton Centre:
 - Brent Start Services
 - Brent Start Cafe (Concord Cafe)
19. Currently 4 identified users within Granville Centre:
 - Granville Plus Nursery School
 - Barnados Children Centre
 - Granville Community Kitchen
 - Otherwise Club (education)
20. The Cabinet approved the proposal for the Carlton and Granville Centres to be redeveloped, to deliver new homes, an Enterprise Hub and additional community use space.
21. Granville Centre is locally listed as an Asset of Community Value.
22. Buildings significantly under-utilised.

...

Early design principles

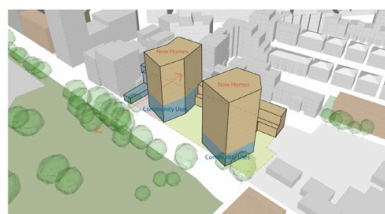
Spatial principles

Please find on the right the early spatial principles identified for the redevelopment of the Carlton & Granville Centre site within the context of the Masterplan Review 2016.



Please let us know your thoughts about the proposal on the feedback form.

Reference: Cabinet Report 25 July 2016 Proposal



A – The current proposal as per the Cabinet report 25 July 2016. Community use at the West side and fronting Carlton Vale, with a connection through the site. Towers of up to 12 storeys along Carlton Vale.

Masterplan proposal - integrated in new Masterplan



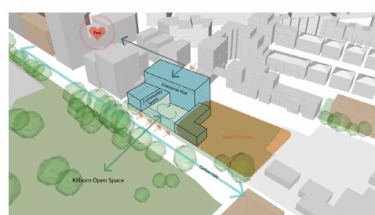
B – The location of the site in the Masterplan revision proposals. The community uses should be located close to the Peel site and in relation with Kilburn Open Space.

Masterplan proposal - Heights & street frontage



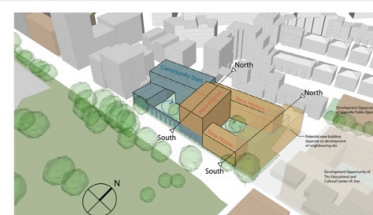
C – Identified heights along Carlton Vale and a continuous street frontage at the front and back of the development.

Masterplan proposal - Usages & connections



D – A new Enterprise Hub and Community Space for South Kilburn connected with Kilburn Open Space and the new Peel development. Housing sits on top of the communal use in the centre of the site.

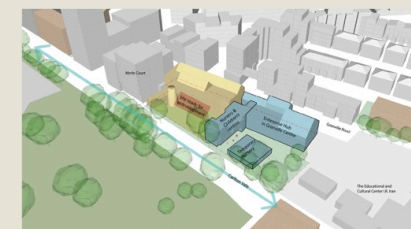
Masterplan proposal - Orientations & views



E – The taller residential buildings follow a North-South orientation to optimise the sunlight use. Lower residential building along Carlton Vale makes sure the courtyard will receive sufficient sunlight. The potential building along the East side of the plot depends on development of the neighbouring site.

Phasing principles

Phase 1



Phase 1 would include an immediate move of South Kilburn Trust (SKT) and South Kilburn Studios (SKS) to the Granville Centre.

This would allow for delivery of workspace and allow SKT to immediately operate the Enterprise Hub and accommodate the SKS's businesses.

A temporary Nursery building could be accommodated in the space in front of the Granville Centre.

Carlton Centre site could then be redeveloped.

Phase 2



Phase 2 seeks to maximise the redevelopment potential of the Carlton & Granville Centres site for housing, an Enterprise Hub and Community Spaces.

The new residential development proposes to use the Granville Centre site and the Educational and Cultural Center I.R. Iran site and to include a through access to Granville Road.

Ideal mix for a new place

Programme

The future Carlton and Granville Centres site would combine three types of uses:

- Housing,
- an Enterprise Hub,
- Community spaces.

Please find to the right a series of ideas for different Enterprise Hub / Community uses and housing types that could be included in the new development. The desired programme will be tested and adapted to make sure the usage mix is viable and address market and community needs.

Housing

The Council is starting with a 50% affordable housing target. The remainder is proposed to be private rented accommodation - the option will be tested in terms of viability and wider housing need.

Rental options	Social rented 	Private rented 	Other Please bear in mind that some things are not physically or financially deliverable.	Other Please bear in mind that some things are not physically or financially deliverable.
Sales options	Outright sale in once	Shared equity help to buy	Shared ownership buy + rent	Other Please bear in mind that some things are not physically or financially deliverable.
Specials	Co-living 	Live-work units 	Other Please bear in mind that some things are not physically or financially deliverable.	Other Please bear in mind that some things are not physically or financially deliverable.

Tell us what you think of the Carlton and Granville Centres site used as a location for housing, an enterprise hub and community space on the feedback form.

Do you want to see other types of housing such as the ones above? Tell us your priorities and why by using the post-it notes.

Tell us more on the feedback form.

Your 1st priority

Your 2nd priority

Your 3rd priority

Community Spaces & Enterprise Hub

Below some early ideas to address different community needs on Carlton & Granville Centres site. They would need to be tested in terms of viability to be included in the programme.

Coworking 	Small offices 	Community cafe 	Music studios 	Other Please bear in mind that some things are not physically or financially deliverable.	Other Please bear in mind that some things are not physically or financially deliverable.
Community area 	Business support 	Learning space 	Community kitchen 	Childcare 	Other Please bear in mind that some things are not physically or financially deliverable.
Study area 	Youth space 	Community garden 	Shared IT facilities 	Meeting space 	Other Please bear in mind that some things are not physically or financially deliverable.

Which activities above would you want to see on the Carlton and Granville Centres site or if not possible, in the nearby area within South Kilburn? Tell us your priorities and why by using the post-it notes.

Tell us more on the feedback form.

Your 1st priority

Your 2nd priority

Your 3rd priority

Your 4th priority

Your 5th priority



South Kilburn
Masterplan Review 2016
Carlton & Granville
Centres site

Public Consultation

Feedback Form
September 2016

Date:



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PARTICIPATION

Welcome and thank you for your participation. Please read through the information presented on each consultation board, and give your feedback by filling out and returning this form.

It is also possible to take this survey online on goo.gl/HYMV4S

Board 1. The proposal in one glimpse

1. What do you generally think about this proposal for the redevelopment of the Carlton & Granville Centres site?

☐ Great! It makes sense
 ☐ It's OK, but could be improved
 ☐ It's not good enough

Please explain why...

Board 2. Background

2. Do you have any comments or questions on the Masterplan Review and public consultation so far?

Board 3. Carlton and Granville Centres site now

3. Please tell us about any current features you would like to ADD to the lists, and what you think are the current STRENGTHS or WEAKNESSES of the Carlton & Granville Centres site.

Site, location & access	Buildings, spaces & architecture	Uses, events & activities
<p>+ Additional existing features are:</p> <div style="border: 1px solid #ccc; height: 40px; width: 100%;"></div>	<p>+ Additional existing features are:</p> <div style="border: 1px solid #ccc; height: 40px; width: 100%;"></div>	<p>+ Additional existing features are:</p> <div style="border: 1px solid #ccc; height: 40px; width: 100%;"></div>
<p>+ Strengths (or opportunities to seize / things to keep) are:</p> <div style="border: 1px solid #ccc; height: 40px; width: 100%;"></div>	<p>+ Strengths (or opportunities to seize / things to keep) are:</p> <div style="border: 1px solid #ccc; height: 40px; width: 100%;"></div>	<p>+ Strengths (or opportunities to seize / things to keep) are:</p> <div style="border: 1px solid #ccc; height: 40px; width: 100%;"></div>
<p>- Weaknesses (or characteristics to improve / things to change) are:</p> <div style="border: 1px solid #ccc; height: 40px; width: 100%;"></div>	<p>- Weaknesses (or characteristics to improve / things to change) are:</p> <div style="border: 1px solid #ccc; height: 40px; width: 100%;"></div>	<p>- Weaknesses (or characteristics to improve / things to change) are:</p> <div style="border: 1px solid #ccc; height: 40px; width: 100%;"></div>

For more information please call the Estate Regeneration Team on 0208 937 2556 or e-mail: jill.rennie@brent.gov.uk

Board 4. Early design principles

4. Please tell us what you think about the principles proposed for the redevelopment of the Carlton & Granville Centres site.

<input type="radio"/> What do you like best and think will work well? Why?	<input type="radio"/> Anything you are unsure about? Why?	<input type="radio"/> Any improvements or additions you would make? Why?
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Board 5. Ideal mix for a new centre

5. What do you think of the Carlton and Granville Centres site redeveloped as a location for housing, an enterprise hub and community spaces?

6. Please let us know your priorities for what you would like to see in terms of HOUSING, COMMUNITY SPACES and the ENTERPRISE HUB on this site, and why.

Housing types	Community Spaces & Enterprise Hub	
Priority 1 <div style="border: 1px solid #ccc; height: 40px; width: 100%;"></div>	Priority 1 <div style="border: 1px solid #ccc; height: 40px; width: 100%;"></div>	Priority 4 <div style="border: 1px solid #ccc; height: 40px; width: 100%;"></div>
Priority 2 <div style="border: 1px solid #ccc; height: 40px; width: 100%;"></div>	Priority 2 <div style="border: 1px solid #ccc; height: 40px; width: 100%;"></div>	Priority 5 <div style="border: 1px solid #ccc; height: 40px; width: 100%;"></div>
Priority 3 <div style="border: 1px solid #ccc; height: 40px; width: 100%;"></div>	Priority 3 <div style="border: 1px solid #ccc; height: 40px; width: 100%;"></div>	

About you

7. Your profile

Your link to South Kilburn: I am a...

Landowner ☐ Leaseholder ☐ Visitor ☐
 Council secure tenant ☐ Housing association tenant ☐
 Private tenant ☐ Worker ☐ Business owner ☐
 Volunteer ☐ Representative of a local organisation ☐
 Other:

Do you have any specific needs or interests in making further links in the area? e.g. you're keen to open a business in the area, buy a property, start a community project, etc.

Age: Sex: F ☐ M ☐ Prefer not to say ☐

Is your gender identity different to that you were assumed at birth? Yes ☐ No ☐ Prefer not to say ☐

Do you consider yourself to have a disability? Yes ☐ No ☐ Not sure ☐ Prefer not to say ☐

How would you describe your ethnicity?

What is your sexual orientation?

What is your religion or faith?

Thank you for telling us a bit more about you to help us ensure that all our services are delivered fairly. We appreciate that some of these questions are personal. We ask for this information to help us ensure that we are meeting the needs of all our service users. If you do not wish to answer please select 'prefer not to say'. The information will be treated confidentially in line with the Data Protection Act 1998.

8. Your details

First name

Last name

Name of local organisation or business in SK (if applicable)

Address (house name or number)

Postcode (required)

Email address (please write clearly)

Phone number

☐ Tick here if you do **not** want to receive news about the project.



Thank you for your contribution.

- Please return your feedback ASAP
- Forms received by **Tuesday 6 September** have been considered for the Masterplan Review Exhibition Tuesday 13 September.
- Final deadline is **Tuesday 27 September 2016**.

How to return the form?

- A** The best way: give it back to a staff member at the exhibition on the 13th of September
- B** Take a photo of it or scan it and send it by email to: SKFutureMatters@fluidoffice.com
- C** Post to Fluid, 148 Curtain Road, London, EC2A 3AT
- D** Alternatively, complete online: goo.gl/HYMV4S

For more information please call the Estate Regeneration Team on 0208 937 2556 or e-mail: jill.rennie@brent.gov.uk

This interim consultation report has been produced by:

Fluid

148 Curtain Road
London EC2A 3AT

E | mail@fluidoffice.com

W | www.fluidoffice.com

Any queries should be referred to the

South Kilburn Regeneration Team


E | jill.rennie@brent.gov.uk

T | 0208 937 2556



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 Brent	Resources & Public Realm Scrutiny Committee 27 November 2017
	Report from the Strategic Director of Regeneration & Environment
Tree Management Policy	

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>	Open
No. of Appendices:	1 (Cabinet Report and Appendix to Cabinet Report)
Background Papers:	Brent's Tree Management Policy 2007 Housing (formerly BHP) Tree Management Policy
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Anthony Vartanian. Policy Manager, Parking and Lighting. Ext. 2985

1.0 Purpose of the Report

- 1.1 Brent Council is committed to managing the Borough's tree stock successfully. The revised Tree Management Policy has been developed to consider the benefits and importance of maintaining our trees. It aims to raise the profile, value and appreciation of trees in the borough, to improve understanding of tree issues, manage expectations and to meet the challenge of adapting to climate change in the coming decades.
- 1.2 The policy also recommends a risk management-based approach to mitigate against insurance claims arising from damage to property and/or personal injury caused by trees.
- 1.3 The report also draws together all relevant services to provide a single comprehensive policy covering the management of trees that fall within service areas of: Street Trees; Parks & Cemeteries; Planning; Highways & Infrastructure; and Housing Management.

2.0 Recommendation

- 2.1 That Scrutiny Committee review the Council's revised Tree Management Policy, set out as the Appendix to this report and provide officers recommendations to consider in advance of the Cabinet meeting scheduled for 11 December 2017.

3.0 Detail

- 3.1 The Council recognises the value of trees and the need to plan for a sustainable future, particularly in Brent's urban context. Brent Council has a legal responsibility for the

management of all trees on the public highway, on council-owned land and for trees in parks, open spaces, cemeteries and allotments.

- 3.2 The revised Tree Management Policy sets out how the council will fulfil a number of commitments and manage the Borough's trees stock. Details are contained in the Policy as the Appendix to this report.

4.0 Financial Implications

- 4.1 There are no direct financial implications as the proposed activities in the Policy will be contained within the current budgets of the relevant services.

5.0 Legal Implications

- 5.1 The Policy covers the overall management of trees in the borough, and the legislation covering the management of trees applies. This includes Tree Preservation Orders (TPOs) and the law relating to Conservation Areas.
- 5.2 Section 154 of the Highways Act 1980 gives local authorities' powers to deal with trees in private ownership that are overhanging or are endangering or obstructing the highway.

6.0 Equality Implications

- 6.1 No diversity implications have been identified.

7.0 Consultation with Ward Members and Stakeholders

- 7.1 The Lead Member for Environment has been consulted throughout the process. The policy would apply borough-wide and therefore specific ward-level consultation was not considered appropriate.


8.0 Human Resource/Property Implications

- 8.1 None

Report sign off:

AMAR DAVE

Strategic Director of Regeneration and Environment.

 Brent	Cabinet 11 December 2017
	Report from the Strategic Director of Regeneration and Environment
Tree Management Policy	

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt:	Open
No. of Appendices:	1
Background Papers:	Brent's Tree Management Policy 2007 Housing (Formerly BHP) Tree Management Policy
Contact Officer:	Anthony Vartanian Policy Manager, Parking and Lighting. Anthony.vartanian@brent.gov.uk 020 8937 2985

1.0 Purpose of the Report

- 1.1 Brent Council is committed to managing the Borough's tree stock successfully. The revised Tree Management Policy has been developed to consider the benefits and importance of maintaining our trees. It aims to raise the profile, value and appreciation of trees in the borough, to improve understanding of tree issues, manage expectations and to meet the challenge of adapting to climate change in the coming decades.
- 1.2 The policy also recommends a risk management-based approach to mitigate against insurance claims arising from damage to property and/or personal injury caused by trees.
- 1.3 The report also draws together all relevant services to provide a single comprehensive policy covering the management of trees that fall within service areas of: Street Trees; Parks & Cemeteries; Planning; Highways & Infrastructure; and Housing Management.

2.0 Recommendation

That Cabinet agrees to:

- 2.1 Approve the Council's revised Tree Management Policy, set out as the Appendix to this report.

3.0 Detail

- 3.1 The Council recognises the value of trees and the need to plan for a sustainable future, particularly in Brent's urban context. Brent Council has a legal responsibility for the management of all trees on the public highway, on council-owned land and for trees in parks, open spaces, cemeteries and allotments.
- 3.2 The Council is committed to sustainable development and improving the environmental wellbeing of the borough. Brent's Corporate Strategy commits us to improving the quality of life, becoming an exemplar for environmentally sustainable activity and making sustainability a central issue through initiatives such as the Climate Change Strategy, the Carbon Management Strategy & Implementation Plan, and the Energy Statement & Strategy.
- 3.3 Brent has many parks, green spaces and tree-lined streets. These features offer not only aesthetic and wildlife value but many environmental, economic and social benefits too. The revised policy has been developed to ensure Brent's trees contribute positively to the quality of the local environment; do not pose a risk to health and safety, or of damage to property; and are protected from unnecessary harm. The policy acknowledges the high level of interest shown in our trees by all who live, work and visit Brent.
- 3.4 The revised Tree Management Policy sets out how the council will fulfil the following commitments:
- Maintain the managed tree stock on the public highway, housing estates, parks, cemeteries and allotments; on a proactive cyclical maintenance regime to ensure that trees are in a safe and healthy condition, and minimising the risk they may pose to property, residents or the public highway.
 - Limit the felling of trees to those circumstances where it is essential or clearly advisable.
 - Undertake pruning works following best arboriculture practice, and where possible for this to be undertaken on a scheduled basis. In addition, the council will also carry out reactive and emergency inspections as and when they are deemed necessary.
 - Manage residents' expectations by listing circumstances in which the Council will not intervene, to provide clarity on an impartial basis to all residents.
 - Enhance the role of street trees in mitigating and adapting to climate change by maintaining and, where possible, increasing tree cover across the Borough.
 - Encourage tree adoption and sponsorship to support planting schemes on council land.
 - Consider replacement, where appropriate, of specific mature lime trees to mitigate against the concerns they may pose.
 - Provide public information in advance of planned tree works, including new planting or removal schemes.
 - Work closely with services to identify areas to plant new trees, in particular during regeneration and major resurfacing works.
 - Use current planning legislation to protect threatened trees, and those of particular value such as those in conservation areas or protected by Tree Preservation Orders

- Take action against perpetrators who cause wilful damage to trees

Delivery of these commitments will be matched against the necessarily constrained resources available to undertake tree maintenance activities.

- 3.5 A number of policies and plans have informed our approach, such as: *London Tree and Woodland Framework* (2005); *The London Plan* (2011); *National Planning Policy Framework* (2012); and *England's Trees, Woods and Forests* (2007).

- 3.6 Section 3.5 of the policy sets out a clear policy on communication with residents where specific individual trees are considered for removal:

The Council will seek to inform the public of any proposed tree removals by placing a notice on the tree at least ten (10) working days in advance of the felling date. The notice will give additional information on the council's sponsorship scheme for replacement and new trees.

Where possible, the Council will notify the public of its intention and the reasons for removing established trees. Exceptions to this are:

- Trees that have become dangerous and need to be removed urgently
- Young trees that have failed to establish properly and have died
- Trees that are already dead

- 3.7 Cabinet has previously considered the potential for replacing groups of mature lime trees on a planned basis. This activity would only take place if secure funding is available to replace all the lime trees proposed for removal, and following targeted consultation with residents.

4.0 Financial Implications

- 4.1 There are no direct financial implications as the proposed activities in the Policy will be contained within the current budgets of the relevant services.

- 4.2 It should be noted that each year, council managed trees are implicated in insurance claims relating to possible or actual subsidence of properties or personal injury. When an enquiry relating to alleged tree damage to a building is received, council officers will seek to request relevant reports and monitoring information to ascertain the facts concerning the issue. It is anticipated that the revised Tree Management Policy, will facilitate a reduction in the Council's expenditure on trees-related insurance claims of at least £55k p.a.

- 4.3 The council will seek compensation from any external organisation or private individual responsible for significant damage to, or removal of, any council owned tree(s).

5.0 Legal Implications

- 5.1 The Policy covers the overall management of trees in the borough, and the legislation covering the management of trees applies. This includes Tree Preservation Orders (TPOs) and the law relating to Conservation Areas.

- 5.2 A TPO is an order made by the planning authority under Town and Country Planning Act 1990 (“the Act”), the Town and Country Planning (Tree Preservation) (England) Regulations 2012 and amending legislation to include s192 of the Planning Act 2008 and Part 6 of the Localism Act 2010. A TPO is made to protect specific trees or a particular area, group or woodland from deliberate damage or destruction in the interests of amenity. TPOs can prevent the felling, lopping, topping, uprooting or otherwise wilful damaging of trees without the permission of the Local Planning Authority, although different TPOs have different degrees of protection. TPOs can be made by making the TPO and giving persons with an interest on the land to make representations on the order before the Council decides whether or not to make the TPO. Where there is an immediate danger to trees the Council can make an emergency TPO.
- 5.3 Section 154 of the Highways Act 1980 gives local authorities’ powers to deal with trees in private ownership that are overhanging or are endangering or obstructing the highway.

6.0 Equality Implications

- 6.1 No diversity implications have been identified.

7.0 Consultation with Ward Members and Stakeholders

- 7.1 The Lead Member for Environment has been consulted throughout the process. The policy would apply borough-wide and therefore specific ward-level consultation was not considered appropriate.

8.0 Human Resources/Property Implications (if appropriate)

- 8.1 None.

Report sign off:

AMAR DAVE

Strategic Director of Regeneration and Environment



Brent

TREE MANAGEMENT POLICY

October 2017



Barham Park

London Borough of Brent
Brent Civic Centre
Engineers Way
Wembley
HA9 0JF

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1.0 Introduction

Brent is a diverse borough with a distinct character, embracing a wide variety of town centres, suburban areas, parks, open spaces and woodlands. These different land use types are traversed by a network of transport routes, major roads, railways, streets, cycle routes, and the river Brent. Existing through all these landscape types are our trees.

Trees, open spaces and woodlands have for generations played an important role in promoting recreation and public health. Many of our trees grow within and beyond the human lifecycle, giving us a link between the past, present and future. Trees are vital as they provide us with oxygen, store carbon, stabilise the soil and support a diversity of wildlife.

This Tree Management Policy has been developed to consider the benefits and importance of maintaining our trees. It aims to recognise their importance, and place trees within the context of the decisions which will create Brent's landscape of the future and meet the challenge of mitigating and adapting to climate change in the coming decades.

Why have a Tree Management Policy?

Brent has many parks, green spaces and tree-lined streets. These features offer not only aesthetic and wildlife value but many environmental, economic and social benefits too. This policy has been developed to ensure Brent's trees contribute positively to the quality of the local environment; do not pose a risk to the health and safety of people, or of damage to property; are protected from unnecessary harm; and that their management acknowledges the high level of interest shown in them by all who live, work and pass through Brent.

2.0 Policy Framework

2.1 National Policy

The National Planning Policy Framework (produced by the Department for Communities and Local Government in 2011) sets out the Government's planning policies for England and how these are expected to be applied. It sets out the Government's requirements for the planning system to perform a number of roles focused on the protection and enhancement of the natural environment.

2.2 Regional Policy

Mayoral Strategies and The London Plan, produced by the Greater London Authority for London as a whole, states that *'Trees and woodlands should be protected, maintained and enhanced following the guidance of the London Tree and Woodland Framework (or any successor strategy)'*. This framework explains that to maximise the benefits of trees, the resource should be considered as an urban forest so that trees are managed in a planned and coordinated way.

2.3 Local policy and Brent's vision for the future of trees

The Council is committed to sustainable development and improving the environmental wellbeing of the borough, through the services that we provide and by reducing the adverse effects of our own actions. Our Corporate Strategy commits us to improving the quality of life, becoming an exemplar for environmentally sustainable activity and making sustainability a central issue through initiatives such as the Climate Change Strategy, the Carbon Management Strategy & Implementation Plan, and the Energy Statement & Strategy.

2.4 Policy Statement

The Council aims to raise the profile, value and appreciation of trees in the borough, to improve understanding of tree issues and manage expectations. We will: manage and enhance the urban tree stock in accordance with good arboricultural practice; improve the protection given to trees to ensure the character of localities is preserved; raise the level of tree cover to realise the many benefits of trees and to mitigate against the effects of climate change; minimise the incidence of tree-related subsidence; and improve the handling of insurance claims; reducing the inconvenience caused to residents and the financial implications for the Council. The council recognises that it must seek to achieve these aims in the context of financial constraints. We aim to be open about this reality in our relations with the residents we serve.

3.0 Tree Management

3.1 Tree Maintenance

The Council's tree inspection and maintenance programme is governed by a risk-based approach. The aim is to identify issues and deal with them before they escalate into complex problems that require greater attention and expense.

Tree maintenance involves ensuring the borough's street trees are in good health and continue to thrive. Tree maintenance is also linked to the risk trees face or the risk they may pose to property, residents or the public highway.

Examples of tree maintenance techniques the council uses include regular inspections, pruning, tree removal and pollarding.

For the purposes of implementing the tree maintenance programme, the council will:

- carry out regular inspections to identify problems early on and take preventative action where appropriate;
- retain trees unless there are good arboricultural, environmental, or risk related reasons not to;
- grow a wide range of tree species through our management and planting programmes;
- undertake short-rotation pollarding only on certain trees that are growing close to buildings;
- proactively manage our trees based on maintenance cycles ranging from 2 to 5 years depending on age, distance from property, species, health and other arboricultural factors; and
- take account of the spread of artificial light from street lights when planning our tree planting and maintenance works.

3.2 Pruning of Council Trees

The council's annual planned maintenance programme includes tree pruning. The council will generally only prune trees for the following reasons:

- To abate an actionable nuisance such as removal of branches touching buildings or to reduce the water uptake by the tree
- To mitigate against the risk of building subsidence
- Where the works are advantageous to the health of the tree and are done in accordance with good practice
- to improve safety, for example to ensure suitable clearance over footpaths, cycle lanes or carriageways, or where the tree is causing an obstruction to the public highway

In addition to the annual routine tree maintenance programme, the council also carries out emergency and reactive inspections as and when they are deemed necessary. These are sometimes, but not exclusively, generated following requests from residents referred to the Trees Officer. Regardless of how the inspection request is generated (emergency, reactive or planned) the Council applies strict criteria to assess when pruning is deemed necessary.

3.3 Managing Residents' Expectations

The Council occasionally receives requests from residents to prune or remove trees. To ensure an impartial, reasonable and accountable service is provided to all of its residents, the Council does not remove or prune trees to allay or resolve the following issues:

- Interference with satellite, TV or media reception ¹
- Touching telephone wires ²
- Leaf fall or fallen fruit ³
- Problems associated with pollen
- Mess caused by insects or birds
- Honeydew or sticky sap
- Where a tree is perceived to be visually too large
- Obstruction of view ⁴
- Overhanging branches ⁴
- Lack of/too much light ⁴
- Sight lines of Private CCTV systems ⁴
- Wind turbines generating power for private gain
- Solar panels converting sunlight for private gain
- Pruning or removing because a resident is willing to pay
- Speculation that a tree may cause damage to a building or structure

¹The Council (as is the case with any tree owner) has no legal obligation to remove or prune trees to improve TV reception. When positioning a new satellite receiver, residents are recommended to carefully consider existing trees and their potential for growth to avoid problems in the future.

²Telephone wires are plastic coated and faults on the line are very rarely caused by touching branches. Please contact your service provider to address any faults or interference you may have with your phone line.

³Problems caused by falling leaves and fruit, pollen, bird droppings and honey-dew drip are considered natural seasonal nuisances and are not recognised as a 'nuisance under law'. With regards to honeydew, residents are advised to make their own arrangements to minimise the problem such as regular car washing, covering the car or parking in an alternative location

⁴The Council (as is the case with any tree owner) is not legally required to prune a tree to preserve light access or a view. Additionally there is no legal requirement for tree owners to prevent their tree from overhanging another property. Residents do have a legal right to prune, to the boundary of their property (only), any vegetation overhanging their perimeter. Residents must ensure the tree is not protected by planning legislation.

3.4 Tree Removal

Trees will only be removed where there are good arboricultural, environmental or risk-related reasons to do so.

Council owned trees form an integral part of the borough's urban tree stock and the Council will not remove trees without careful consideration. Under certain circumstances trees may be removed: to abate an actionable nuisance; to mitigate against the risk of building subsidence; where the outcome will be advantageous to the tree stock and in accordance with good arboricultural practice; or to improve safety and protect health.

To ensure a fair and reasonable service is provided to all of its residents, the Council will only remove trees for the above reasons. Problems such as those detailed in Section 3.3 Managing Customer Expectations will not be accepted as reasons to justify tree removal.

3.5 Publicising Tree Removal

The Council will seek to inform the public of any proposed tree removals by placing a notice on the tree at least ten (10) working days in advance of the felling date. The notice will give additional information on the council's sponsorship scheme for replacement and new trees.

Where possible, the Council will notify the public of its intention and the reasons for removing established trees. Exceptions to this are:

- Trees that have become dangerous and need to be removed urgently
- Young trees that have failed to establish properly and have died
- Trees that are already dead

3.6 Maintain Tree Cover through Replacement Planting

To maintain tree cover across the borough, the Council will seek, over the long term, to plant at least one new tree for every tree it removes. Funding constraints can however limit our ability to achieve this ambition.

Currently street tree planting occurs between November and March each year. To ensure new trees are successfully established, the Council will inspect all new trees in each of the two years following planting; any failure to thrive will be investigated and the tree replaced.

It is recognised that additional funding sources are needed to sustain the borough's stock of trees. Possible sources of funding include grant funding from the Mayor of London and GLA, Community Infrastructure Levy/Section 106 contributions for environmental improvements.

3.7 Increasing Tree Cover

The Council will, subject to resources, encourage additional new tree planting throughout the borough. Planting will normally have priority in areas lacking trees and/or deficient in open green space, but the Council encourages new trees on all its sites and welcomes all requests and suggestions from the public. Any increase in the borough's tree population will assist the authority in dealing with the effects of climate change and provide a greater resource for residents and visitors.

3.8 Tree Planting and Climate Change

Through new tree planting the Council will seek to diversify the species mix within sites, and mitigate the risks that monoculture and climate change present for tree management.

The role of trees is more important than ever in mitigating the effects of climate change, which itself presents a threat to tree health. In recent years we have seen the rapid spread of pests and diseases internationally and the threat to trees is becoming greater. Examples include horse chestnut leaf miner, and ash dieback.

The spread of new species-specific diseases to the UK emphasises the importance of species distribution. To ensure the continuity of the borough's urban tree stock the Council will seek to increase the variety of species within each site. Without this diversity some areas of the borough could be at risk of losing their tree cover altogether.

3.9 Planting Large Canopy Trees

The Council will carefully consider all tree planting decisions to ensure that the right trees are selected for the chosen location. Where possible, and consistent with the aim of species diversity. The Council will plant large canopy trees to achieve the maximum benefit that trees provide.

These large trees will create new skyline features and offer the maximum impact when mature. The Council understands the importance of planting the right tree in the right location; and in certain

circumstances it will be necessary to scale down to an appropriate size and consider specific constraints such as locality to buildings, soil type, other plants, etc.

3.10 Planned removals and replacements

We have a legacy of trees planted many decades ago, most of which are still appropriate, but some species can attract negative comment from residents. Lime trees in particular attract complaints due to two very species-specific attributes; their ability to produce “suckers” or soft leafy growth from the base of the tree; and their propensity to attract aphids. Removing basal growth so it does not obstruct pedestrians is a costly and labour intensive repetitive task. The honeydew that aphids create is harmless to humans but can leave a sticky residue on vehicles underneath the tree. The borough will during the span of this policy consider replacement, where appropriate, of specific mature lime trees to mitigate against these concerns.

3.11 Pest and Diseases

The Council will ensure adequate resources are available in good time to control and contain the outbreak of known pests and diseases.

The introduction of invasive pests and diseases has increased with globalisation, and many are flourishing under the more favourable conditions associated with climate change. The Council recognises the importance of controlling these pests and diseases. It will look to identify adequate resources in good time to limit the scale of any outbreak and work pro-actively with the statutory authorities.

3.12 Wilful and accidental damage to council trees

Wilful damage to trees is extremely rare. Where it is reported to the council we will seek compensation from the perpetrators; this will usually take the form of financial recompense to put right the damage they have caused. We encourage those who have damaged a tree accidentally e.g. through careless vehicle manoeuvring to report this themselves with the aim of resolving issues amicably. We will inform the police if we feel their intervention will be useful, but we will not waste police time by reporting trivial matters. It is not unusual for members of the public reporting damage to wish to remain anonymous as, in some instances, the person they are implicating may be a near neighbour; we will respect their anonymity while recognising that unsubstantiated accusations cannot always be resolved.

3.13 Useful work by citizens

Some residents have in the past asked how they can enhance the utility of trees, for example by removing low hanging leaves from highway trees. It is important to tackle an erroneous belief that they may face prosecution from the council or that they may be in breach of health & safety rules. This policy sets out to clarify that we are grateful to any resident who can assist with any of the following:

- Apply water to any tree, particularly young saplings.
- Remove low hanging leaves that cause a nuisance to pedestrians
- Remove basal growth from trees that cause a nuisance to pedestrians.
- Remove leaves and branches that cross the boundary line of their own property

If a resident cannot dispose of any leaves or twigs they remove, we would prefer them to do nothing; littering them on the highway is not helpful, we can offer no financial assistance or reward to people who volunteer their time in this pro bono fashion.

3.14 Reduce the Potential for Tree-Related Building Damage

The Council will manage its tree stock with the aim of reducing the potential for damage to buildings, whilst maintaining a healthy and sustainable tree stock.

3.15 Procurement of Tree Contractor/s

In the future procurement of arboricultural works the Council will aim for the highest possible standards while balancing quality with available financial resources.

The Council employs a single contractor to undertake all arboricultural works in the borough. In the procurement of future tree contracts the Council will explore every avenue to achieve the highest standards of arboricultural expertise, whilst delivering value for money. Contracts will be procured in accordance with Council policies.

As part of any procurement exercise the Council will explore the market for by-products of tree management that have the potential to generate financial and environmental benefits.

3.16 Street Tree Inspections

The Council will continue its programme of cyclical street tree inspections to ensure the health and safety of trees is maintained, and the potential for tree-related damage and nuisance is kept to a reasonable minimum.

The management of trees can present numerous challenges, for example:

- Large leaves may block drains and guttering, and cause a potential slip hazard in autumn
- Large pulpy fruits may cause mess and a slip hazard on footpaths if not cleared
- Root action can damage public pavements and kerbs, private walls and hard standing.
- High water-demanding trees can contribute to structural damage in nearby properties
- Honeydew, produced by aphids feeding on the leaves, drips from the trees
- Bird droppings from roosting birds
- Excessive suckering occurs from the base of certain species of tree
- Excessive shading can be caused where inappropriate trees are planted or allowed to grow in inappropriate locations

3.17 Publicising Street Tree Cyclical Pruning

The Council will seek to publicise the cyclical tree pruning regime on its website.

Brent residents continue to show a keen interest in trees, and the Council recognises that residents would like to know what tree works are planned in their local area. The borough-wide programme for tree-maintenance work will be available on the Council website and works will be posted as soon as details become available. The street tree planting programme is not an exhaustive list, as street trees are occasionally planted through alternative funding sources, and planting is occasionally arranged at short notice. The Council therefore reserves the right to plant new trees on Council land without consultation. The Council will, without prejudice, consider any challenges to proposed or recent tree planting (within 21 days); these should be made in writing to the Council's Tree service.

For many years the Council has operated a cyclical street tree inspection and pruning programme across the borough. This regular management regime seeks to ensure that urban trees can continue to make a positive and long-lasting contribution to the environment. The Council has had to reduce the scope of this regime due to financial constraints. We aim to be candid with residents who live on roads where reactive rather than planned work takes place in the future. We will aim to liaise with residents on roads where only reactive work takes place

3.18 Planting New Street Trees

When planting new street trees the Council will consider the future implications for adjacent utilities and highway maintenance, and will in all cases ensure an optimum distance is maintained from street furniture and residential properties

Although the borough contains thousands of street trees there are still many areas that would benefit from additional planting. New trees are required in locations where trees have not been replaced in the past, and where there are large gaps in the distribution of street trees

When selecting trees it is important to consider the principle of 'right place - right tree' and that the species chosen are appropriate for the size and character of space available. When positioning new street trees the Council will:

- Consider carefully the future growth of the tree to ensure that this will not compromise the visibility and safe use of the highway.
- Aim to avoid future obstruction of lamp columns by ensuring that the fully mature new tree will not excessively restrict the spread of light from columns.
- In all circumstances consider carefully the potential implications for street parking, and particularly those sites adjacent to disabled and loading bays; and
- Seek to position new trees near the boundary dividing properties

3.19 Tree Sponsorship and Adoption

The council encourages community involvement by asking residents, businesses and other groups to take an active role in helping their local green spaces and streetscapes, fostering a sense of ownership and engagement. Sponsoring or adopting trees is a popular way for the community within Brent to form a link with their locality and gain a sense of pride.

The Council will continue to manage a sponsored tree planting scheme and will aim to expand this. The species choice of the sponsor will be accommodated wherever possible but, due to the importance of species selection, the final decision will be made by the Council's Tree Service. It should be noted that descriptive plaques will be permitted on certain park sites only. Details of the tree sponsorship scheme are available on the Council's website.

3.20 Highways Works and New Tree Planting

Planned footway and carriageway resurfacing works on the public highway, and town centre regeneration schemes, often provide the opportunity to plant new trees. The council's tree service will continue to work closely with the Highway & Infrastructure service to identify species and areas to plant new trees.

4.0 Trees in Parks, Open Spaces, Cemeteries and Allotments

There are over 90 parks and open spaces in the borough, ranging from formal Victorian parks to a country park, providing approximately 1,000 acres of public open space within the boundaries of Brent.

The council also owns and manages five cemeteries and burial grounds within the borough: Alperton; Paddington Old Cemetery; Willesden New Cemetery; Willesden Old Burial Ground and St. John's Burial ground. It also manages and maintains three closed Churchyard's, St. Mary's in Willesden, St. John's in Wembley and most recently St. Andrews in Kingsbury. Outside the Borough, the council jointly owns Carpenders Park Cemetery, located within the area of Three Rivers District Council near Watford. Harrow Council owns approximately 25 per cent of the burial land at Carpenders Park with Brent managing the whole cemetery as part of a joint delivery arrangement.

There are 21 allotment sites throughout the borough which are owned and managed by the Council.

4.1 Tree Maintenance

The Council's tree contractor is responsible for maintaining the tree stock and undertaking major works within parks and cemeteries. The Parks service also benefit from minor works undertaken by a separate contractor, currently Veolia.

4.2 Minor Tree Works

The council's Public Realm contractor can carry out minor tree works and tasks that can be undertaken from the ground without the use of ladders. These tasks are:

- Twice yearly inspection and removal of epicormic growth up to a height of 2.5m.
- Removal of branches, up to a height of 2m, overhanging hardstanding areas.
- New trees supplied with suitable supports and irrigation pipes.
- Unrequired supports removed.
- Removal of damaged or fallen limbs up to a height of 2m.
- Maintenance of the tree pits.
- Inspection and reporting of damaged/diseased/dead/dying trees to the Trees Officer.

Tree pruning and other arboriculture operations are carried out in accordance with professional standards, specifically BS 3998:2010, and in accordance to the Council's requirements.

Within parks and open spaces, the council will not lop branches unless they are a safety concern. When felling a park tree, the council will not necessarily remove the tree stump as it offers a habitat supporting biodiversity, and can sometimes be used to prevent encroachment.

Trees located along main paths (red routes) through parks and cemeteries (excluding allotments) have a higher inspection frequency than the surrounding area.

Planting of trees: the council offers a memorial tree planting service in parks and cemeteries. The service is responsible for agreeing the species of tree to be planted and the location.

Trees in conservations areas, such as Paddington Old Cemetery, would need to obtain prior approval from the tree officer, planning service, for any works to be carried out.

If home-owners are concerned about trees within parks or open spaces causing subsidence to their properties, they are advised in the first instance to contact their insurance providers who will be able to provide guidance on how to commission and obtain a written report. On receipt of the report the council will consider the risk, and if deemed necessary, preventative works will be undertaken.

Where a private property borders a Park, Cemetery or Allotment, with prior permission residents can prune branches overhanging their property and leave the debris on Council land. The council will arrange for the debris to be cleared.

5.0 Trees located on Brent Council Estates

Trees located on Brent Council housing estates are managed by the Housing service. Trees are managed in line with the service's vision *"to build vibrant, diverse and resilient communities"*.

The Housing service is responsible for the day-to-day management of housing for over 9,500 council tenants and 3,000 leaseholders (12,500 residents altogether).

The key objectives that underpin the management of trees on Housing land are to ensure that they do not represent a risk to health and safety; do not cause damage to other properties; they contribute positively to the quality of the local environment; and they are protected from unnecessary harm.

The Housing service has a risk-based, proactive tree inspection and maintenance programme in place. The aim is to identify issues and deal with them before they escalate into complex problems that require greater attention and expense.

Tree maintenance involves effective management of the risks that trees may pose to properties, residents or the general public. It also involves ensuring estate trees are in good health and continue to thrive. Examples of tree maintenance techniques the Housing service uses include regular inspections, pruning and, where necessary, tree removal.

The Housing service aims to remove only trees that are diseased, dead, causing structural damage to property and any communal tree that poses a risk to health and safety. Trees will not be removed or pruned for other reasons such as to reduce leaf fall or sap production; to reduce activities of birds, animals or insects; to change natural light levels or to improve TV or mobile phone signal reception.

We will carry out regular inspections to identify problems early and take preventative action; keep trees unless there are good arboricultural, environmental, or risk-related reasons not to do so, including preventing structural property damage; proactively manage trees based on a two-year maintenance cycle depending on age, distance from property, species, health and other arboriculture factors;

Trees in an individual customer's private garden are the responsibility of the customer to maintain. However, Housing service recognise that there are occasions where intervention is needed. These circumstances are as follows: Where there are vulnerability issues that mean the customer is unable to carry out the work themselves; where there is a health and safety risk; where not taking action may lead to structural property damage; or where not taking action may lead to reputational damage or an insurance claim. In all the above examples, the Housing service we will consider carrying out the work and, in the case of a leaseholder, recharging the customer.

When managing and planting estate trees, the Housing service will consider, amongst other things, the space available both above and below ground, the nature of existing or proposed buildings, future management of different tree types and the impact of climate change.

The Housing service will: consider planting trees which are in keeping with the landscape character, and good arboricultural practice; continue to encourage the council's arboricultural contractor to re-use, recycle and compost tree clippings, old trunks and felled trees; and work with the Council and the developer to ensure they are replaced, as appropriate.

The Housing service will ensure that all council tenants and leaseholders have a reasonable opportunity to have a say in how we manage our tree stock, and will inform council tenants and leaseholders before trees are removed, including the reason for the removal, especially where trees may appear to be otherwise healthy. The Housing service will publish the arboriculture maintenance programmes on the council's website each year.

6.0 Trees on Private Land

Private trees make a significant contribution to the visual amenity of Brent and provide an important habitat for wildlife. The council encourages owners of private trees to manage their trees correctly and in accordance with good arboricultural practice. There is a duty of care to minimise the risk to people and property resulting from trees with their land.

6.1 *Care and Maintenance of Private Trees*

Tree owners have a duty of care towards others and should regularly inspect trees in their ownership or care, maintaining them to a good and safe standard. It is advisable to seek legal advice before carrying out any works to a protected tree either subject to a Tree Preservation Order (TPO) or in a conservation area, unless there is imminent danger to the public.

Branches of trees rooted in a neighbouring property, which overhang the boundary, may be cut back to the boundary to prevent or abate a nuisance. The term nuisance is used in the legal sense and the branches remain the property of the owner.

6.2 *Dangerous Trees*

If a tree on private land is considered to be dangerous and causing a risk or hazard to the public or to nearby properties or structures, the council may serve notice on the owner requesting work is carried out to make safe any risk of hazard. If remedial work is not satisfactorily undertaken as requested, the council may undertake the necessary work and claim compensation from the owner for the cost incurred.

6.3 *Protecting Private Trees*

In accordance with the Town and Country Planning legislation, the council will seek to protect and preserve trees through the use of TPO and Conservation area legislation to ensure that trees amenity value are protected.

6.4 *Trees in Conservation Area*

The statutory definition of a conservation area is “an area of special architectural or historic interest, the character or appearance of which it is desirable to preserve”. Existing trees which make a positive contribution to the character of a conservation area and which provide a setting for Brent’s architectural heritage will be preserved.

Any person wishing to remove or undertake works to a tree within a Conservation area is required to give 6 weeks’ notice to the council. The council will register, assess and reply to all correspondence within 6 weeks.

Any person wishing to remove or prune a tree under a TPO is required by law to make a formal application to the planning service. Once the application has been registered it will be assessed and a decision notice issued within 8 weeks detailing the outcome.

The council will seek to prosecute any person who carries out or allows another to carry out on their behalf unauthorised works to a tree protected by a TPO or within a conservation area.

7.0 Developments and Trees

7.1 Planning Applications for Developments

Trees on streets, open spaces and private land are at risk from the pressures of development, whether as a result of alterations to an existing building or the redevelopment of a site. Where development is proposed it is essential that both existing and proposed trees are considered from the early stages of design and prior to an application for planning permission.

When processing planning applications for proposed development sites, the council will have a high regard for the retention of all protected trees or those worthy of preservation as per recommendations in the Town and Planning Act 1990, Section 197. Where trees of a sufficient value exist on development sites that are not covered by a Tree Preservation Order (TPO), the council will survey, with a view of protecting the trees, either through the use of planning conditions or through serving of a new TPO. Council owned trees will in most instances be considered as though they are protected by a TPO when planning applications are assessed.

The council will endeavour ensure all development sites look to incorporate tree planting as part of the planning process. In accordance with policy 7.21 of the London Plan, the council agrees that “any loss as a result of development should be replaced following the principle of *right place, right tree*.”

Where trees have been removed to facilitate a new development, suitable levels of replanting will be required. Where the provisions of tree planting on a development site conflicts with other council policies or where suitable levels of tree planting cannot be found, the council will seek funding through section 106 agreements to enable an appropriate level of compensation for alternative tree planting in the locality.

Should a development result in works to the public highway that would necessitate the removal of a tree, a Section 278 agreement may be entered into in order that a developer pays for a replacement.

7.2 Criteria for creation of crossovers

The Council's Highways and Infrastructure Service receives applications for the construction of domestic vehicle crossovers. Often referred to as ‘dropped kerbs’, these allow vehicles access to drive across the footway to gain access to park on their property. A vehicle crossover is where the footway is strengthened to take the weight of a vehicle and the kerb is dropped to form a ramp.

The creation of crossovers can have a detrimental effect on fronting or adjacent trees. When locating a new crossover a minimum distance is required between the edge of the crossover and the mid-point of the tree stem. This minimum distance is 1 metre.

Crossovers will not normally be allowed where their construction will require either the removal, or cutting of the roots, of a street tree. Generally, a street tree will only be removed for the purpose of creating a crossover if it is dead, diseased or dying, considered to be at the end of its useful life expectancy, or in some exceptional circumstances.

In all cases, the Highways and Infrastructure service will seek advice from the Arboricultural Officer and where it is agreed to remove a street tree, the applicant will be required to pay for the cost of its removal and replacement of either one or two trees to be located, wherever possible, elsewhere outside or in close proximity to their frontage.

8.0 Claim Mitigation

Brent Council's Insurance team currently manages all claims relating to the Council's trees. Where a tree is implicated as having potentially caused subsidence damage to a property, the burden of proof is on the claimant to provide evidence that the tree is the cause.

Where a claim has been notified to the Council, the Council may undertake appropriate tree management, on a strictly without prejudice basis in respect to legal liability. Such tree management measures may include cyclical pruning and/or pollarding or, alternatively, removal of the implicated tree/s. To manage risk and reduce liability for insurance claims, specified large trees and, where appropriate, groups of trees would be pruned more frequently. The council will therefore undertake the following actions:

- Instigate a regime of cyclical pruning of Council tree stock in areas predisposed to building movement where this is appropriate
- Prioritise resources for dealing with subsidence-generated claims directed at Council-owned trees
- Instigate a regime of selective removal and replacement of street tree stock in areas predisposed to building movement where this is appropriate
- Challenge unwarranted claims based on poorly investigated or inaccurate evidence

9.0 Claim Procedure

The process for dealing with insurance claims is as follows:

If you wish to claim for an incident which you consider has caused loss or damage to property, and/or personal injury, claimants are required to complete and return the 'details of accident form' that is available to download from the Council's website. Prior to completing the form, it is advisable for the claimant to contact the Council to check the tree concerned is owned or managed by the Council, and it is beneficial to send any photographs with the claim form. The claimant/property owner or their building insurers should provide the Council with the following:

- A structural report with a formal description of the damage and opinion as to causation (usually carried out by an appointed Chartered Surveyor or structural engineer)
- Twelve months crack and/or level monitoring to show evidence of the cyclical movement relating to the seasonal effect of vegetation (as opposed to the effect of defective drainage or other causes)
- Positive root identification and evidence of encroachment of roots beneath the foundations of the property;
- An Arboricultural Report identifying the alleged source of the identified roots and implicated trees by species;
- Soil analysis including the classification of the sub-soil and laboratory testing.

1 Subsidence occurs on clay soils, which naturally shrink or swell with changes in soil moisture. The water demand from trees and other vegetation growing on clay soils can affect the shrink/swell effect and, where close to buildings, a tree's effect on clay shrinkage can cause damage. Many properties in Brent are built on sub soils with a high proportion of London clay.

Useful Information source

England's Trees, Woods and Forests' (2007)

<http://www.greeninfrastructurenw.co.uk/climatechange/doc.php?docID=107>

National Planning Policy Framework (NPPF) 2012

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/6077/2116950.pdf

The London Plan 2011 (updated 2016)

https://www.london.gov.uk/sites/default/files/the_london_plan_malp_final_for_web_0606_0.pdf

London Tree and Woodland Framework (2005)

[https://www.forestry.gov.uk/pdf/ltwf_full.pdf/\\$FILE/ltwf_full.pdf](https://www.forestry.gov.uk/pdf/ltwf_full.pdf/$FILE/ltwf_full.pdf)

Tree Preservation Order

https://www.planningni.gov.uk/8pp_tree_preservation_order_lores.pdf

Town and Country Planning Act 1990

http://www.legislation.gov.uk/ukpga/1990/8/pdfs/ukpga_19900008_en.pdf

Town and Country Planning (Tree Preservation) Regulations 2012

http://www.legislation.gov.uk/uksi/2012/605/pdfs/uksi_20120605_en.pdf

Highways Act 1990

http://www.legislation.gov.uk/ukpga/1980/66/pdfs/ukpga_19800066_en.pdf

Domestic Vehicle Footway Crossover Policy

<https://www.brent.gov.uk/media/16408426/vehicle-crossover-policy-v3-revised-may-17.pdf>

Council Service Areas

Parking and Street Lighting – Trees Service

Highways and Infrastructure

Parks, Open Spaces and Cemeteries

Brent Housing Partnership (BHP)

Planning Department

Brent Councils Tree Adoption / Sponsorship Scheme

This scheme allows you to pay for a tree to be planted on the public highway. Call us on 020 8937 5050 to discuss the scheme in more detail.

For a full list of Council services please visit www.brent.gov.uk